Silicon Valley 2010

Berkeley

Walnut
Creek

OAKLAND

SAN
FRANCISCO

San Francisco Bay

Livermore

Pleasanton

SAN MATEO

FREMONT

REDWOOD CITY

PALO ALTO

MILPITAS

MOUNTAIN VIEW

SUNNYVALE

SANTA
CLARA

SAN JOSE

SILICON VALLEY

PACIFIC OCEAN

MORGAN HILL

GILROY

SANTA CRUZ

A REGIONAL FRAMEWORK FOR GROWING TOGETHER

Vision Leadership Team

Joint Venture: Silicon Valley Network convened the Vision Leadership Team (VLT) to guide the development of a shared vision for Silicon Valley by incorporating extensive input from the community and experts. Composed of a cross section of leaders, the VLT is representative of our region's racial, age, gender, geographic and political diversity.

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Joint Venture: Silicon Valley Network is a nonprofit regional collaborative established to enhance the economic vitality and quality of life in Silicon Valley. We bring people together from business, government, education and the community to identify and to act on regional issues.

Silicon Valley 2010: A Regional Framework for Growing Together has been endorsed by the Joint Venture Board of Directors.

A Call to Action

Silicon Valley 2010 is a call to action to create a better future, for ourselves and for our children. We can choose our future if we have the vision and courage necessary to face our challenges. We believe this framework is a promising starting point for broader debate and we are committed to engaging in that debate and to realizing this vision.

Silicon Valley is world-renowned for the innovative technologies and dynamic businesses that flourish here. In this place once known as the Valley of Heart's Delight we have forged a remarkably diverse and prosperous society. This is a place where people come together to "get things done" to make this a better place to live. Government bodies, businesses and business associations, labor groups, community and neighborhood groups, non-profit service groups, and faith and cultural organizations abound, flowing from the creativity, heart and spirit of the people who live here. The region's continuing economic evolution – from fruit orchards to manufacturing plants to semiconductor chips to the digital age in less than 50 years – is the envy of the world.

Yet Silicon Valley faces major challenges as we move into the 21st century. Preserving our quality of life in the face of rapid change, bridging the gap between the requirements of the changing economy and the skills of many residents, reversing the disturbing trend toward greater income inequality – these challenges and more will test our region's ability to sustain its success.

As our region prepares for the next century, we need a shared vision that addresses the complex interdependencies that make regions successful over the long term. Silicon Valley 2010 is our effort to understand these interdependencies and to suggest a path for realizing our shared vision. Our region has too much to lose by simply reacting to events. We have used this time of relative prosperity to understand what people value and want to preserve or enhance about Silicon Valley as a place to live, learn, work and play. In doing so, we hope to set the stage for a more sustainable future for the Silicon Valley of the 21st century.

We hope this document will be used for helping to reshape public debate, for outlining shared responsibilities, and for developing policies and actions that allow future generations to experience economic prosperity and a satisfying quality of life.

We are pragmatic optimists. We believe in the creativity, caring and commitment of the people of Silicon Valley. We look forward to building a region that is a model, not only for technological innovation and economic prosperity for some, but also for broadening the rewards of prosperity, for preserving a beautiful environment, for creating an inclusive, diverse society and for widely accepting responsibility for stewardship of this unique region.

We dedicate this vision to the children of Silicon Valley.

The Vision Leadership Team, October 1998

> "VISION ISN'T FORECASTING THE FUTURE; IT IS CREATING THE FUTURE BY TAKING ACTION IN THE PRESENT."
>
> *Jerry Porras and James Collins, Co-authors,* Built to Last

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Preamble: What We Value

The members of the Vision Leadership Team want to thank the thousands of Silicon Valley residents who joined in a yearlong process to develop this vision, which is as much their work as ours. *(For details of these activities, see Appendices B-I.)* These thoughtful, concerned participants made it clear that they value and want to preserve these regional attributes:

- *Access to a Great Quality of Life.*   We cherish our access to spectacular natural settings, diverse cultural, recreational and educational opportunities.

- *Entrepreneurial Spirit.*   The men and women who created new products and new industries are our legends. We value living in an environment characterized by high energy, creativity and risk taking.

- *Diversity.*   We value the diverse ethnic and cultural heritages that make up our region, as well as the open-mindedness and tolerance that recognizes our rich diversity as one of our greatest assets.

- *Technology Leadership and Innovation.*   We value the intellectual capital and innovations that are leading the world into the Digital Age.

- *Opportunity.*   We value living in a place of seemingly limitless potential, where opportunities to pursue our dreams abound.

We have grounded this Silicon Valley 2010 vision in these valued attributes. The vision and goals challenge us to safeguard what we cherish about Silicon Valley and to address what we fear will undermine our success. Above all, they challenge us to work together, grow together and succeed together.

Dana Grover Photography

"SILICON VALLEY IS BLESSED WITH A MARVELOUS CLIMATE AND THE NATURAL FEATURES OF THE BAY, THE PACIFIC OCEAN, AND THE MOUNTAINS THAT CONNECT US TO THE NATURAL WORLD AND RESTORE OUR SENSE OF WELL-BEING."

Tom Moutoux,
Survey Respondent, Palo Alto

Community Participation in Silicon Valley 2010

SHAPING THE VISION

Vision Leadership Team Formed	What People Value Questionnaire (319 people)	Focus Groups (157 people)	Resident Survey (864 people)	Draft Vision and Goals	Community Forums Prioritize Draft Vision and Goals (600+ people)	Interviews with Visionaries (9 people)	Additional Focus Groups (30 people)	Consultation with Community Experts on Progress Measures (65 people)	Integrate Community Input	Publish VLT Final Report
START ◈	▶▶	▶▶	▶▶	◈	▶▶	▶▶	▶▶	▶▶	▶▶	◈

1997			1998							
October	November	December	January	March	April	May	June/July	August	September	October

A Sense of Place:
Silicon Valley in Context

The place that has become known as Silicon Valley has undergone an economic transformation in the last half-century. As the economy evolved from agriculture to electronics, the Silicon Valley region became synonymous with technological advancement and entrepreneurial spirit. Throughout the world, the proliferation of "Silicon Glens," "Silicon Forests" and "Silicon Beaches" is a testament to the admiration people have for Silicon Valley's economic engine.

Silicon Valley is now home to a geographic concentration of more than 7,000 technology-based companies. Its geography extends across 30 cities, including San Jose, the third-largest city in California, and parts of four counties; Santa Clara, San Mateo, Alameda and Santa Cruz. This economic region includes more than 1.2 million jobs and 2.3 million residents. Our economy is connected with other regional economies in California, the nation and the world.

As the Silicon Valley economy has grown, so has the geographic range of its workforce and the region's impact on the development of surrounding areas. Due to many factors outlined in this report, people who work in Silicon Valley increasingly live in outlying regions as far as 100 miles from the heart of Silicon Valley. They include places such as the Tri-Valley area (e.g., Pleasanton, Livermore), San Francisco, and parts of San Joaquin, Merced and San Benito counties.

Eureka Cartography, Berkeley, CA

Silicon Valley's destiny is intertwined with that of the Bay Area region. Silicon Valley needs to act responsibly so that it can preserve the positive impacts it has on the Bay Area region and beyond, while minimizing the negative. This vision for 2010 suggests strategic directions that will benefit Silicon Valley's people and place as well as those of the surrounding areas. Working collaboratively, leading organizations in Silicon Valley and the Bay Area can preserve the economic vitality and quality of life of the greater Bay Area.

Eureka Cartography, Berkeley, CA

Executive Summary

2010 Vision:

"We will use our innovative, entrepreneurial spirit to create a strong foundation of regional stewardship, so future generations can enjoy Silicon Valley's broad prosperity, healthy and attractive environment and inclusive communities."

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Overview

Historically, our Valley's economy has had a unique ability to re-create itself when faced with major problems. Our people have proven resilient, energetic and creative in their business pursuits, believing that if you can dream something, you can achieve it. Our region's vibrant economic engine has driven the growth and the identity of Silicon Valley over the past half-century.

Can Silicon Valley, a region whose influence reaches around the globe, apply its considerable strengths to broaden prosperity further and improve its quality of life here at home? Can a region that has been willing to come together and work collaboratively to solve its problems also work proactively to shape its future?

Our Vision Leadership Team considered these questions, reflecting upon a broad range of community input from community forums, surveys, focus groups, polling and interviews.

More than 2,000 residents told us what they value about Silicon Valley as a place to live and work, what their concerns are about the current state of our Valley, and what they hope the future will hold. The Vision Leadership Team also considered research and expert recommendations on regional issues: education, housing, transportation, economic competitiveness, poverty alleviation, community health and social well-being.

Dana Grover Photography

This vision describes who and where we want to be in 2010; it is not a detailed plan for getting us there. Instead, by providing a vision with clear goals and specific progress measures, a framework has been created that suggests a strategic direction for us to adopt as a first step toward realizing this vision. This framework takes into account the interdependence of Silicon Valley's economic, environmental and social well-being. It also addresses the unique challenges of regional stewardship – guiding the future of a region as heterogeneous as Silicon Valley toward an integrated vision.

In this vision of Silicon Valley's future, our people apply the same drive, creative thinking and single-minded focus that built Silicon Valley into a technological powerhouse, to build a Silicon Valley of broad prosperity, a healthy, attractive environment and inclusive communities for ourselves and future generations.

Strategic Directions Suggested by the 2010 Framework

■ *Our Innovative Economy Increases Productivity and Broadens Prosperity.* This represents a shift from evaluating the success of the economy by quantitative growth – more jobs, more consumption of resources, more congestion – to qualitative growth – enhanced competitiveness, better use of resources and jobs with advancement potential open to more residents. It sets a strategic direction for economic growth that increases our competitive advantage and brings our community together.

■ *Our Communities Protect the Natural Environment and Promote Livability.* This represents a redirecting of investment into already developed areas of the community through recycling land and buildings, rather than building into open and rural space. Instead of "using up" natural resources, it suggests learning to integrate natural habitats and natural systems into our urban areas to preserve our ecological heritage and quality of life for generations to come.

■ *Our Inclusive Society Connects People to Opportunities.* This represents a new focus on leveraging the considerable resources of our region and its extensive networks so all people have opportunities to improve their lives. Instead of overlooking real barriers people face, we work together to create bridges to opportunity.

■ *Our Regional Stewardship Develops Shared Solutions.* This represents the potential of broader ownership of our region's future, where everybody assumes responsibility for our economic, environmental and social well-being. It signals a shift from fragmented decision-making to higher-leverage, more integrated, collaborative approaches. It suggests that our public-, private- and nonprofit-sectors consider regional needs when making decisions.

NEW WAYS OF THINKING

	FROM	TO
THE INNOVATIVE ECONOMY	Quantitative Growth	Qualitative Growth
	Growing Apart	Broadening Prosperity
LIVABLE ENVIRONMENT	Sprawling Development	Efficient Land Re-use and Livable Communities
	Using Up Nature	Protecting Nature
INCLUSIVE SOCIETY	Fragmented Social Networks	Connected Social Networks
	Barriers to Access	Bridges to Opportunity
REGIONAL STEWARDSHIP	Fragmented Actions	Transcending Boundaries
	Reliance on a Few	Civic Engagement of Many
	Unreliable Public Revenue	Reliable, Adequate Public Revenue

Goals for Silicon Valley in 2010

Weaver Photography

> **"THE VALLEY BECOMES THE FIRST 21ST CENTURY COMMUNITY THAT EXEMPLIFIES THE BENEFITS OF EMBRACING INNOVATION AND TECHNOLOGY – THE VALLEY AS THE CENTER OF GRAVITY FOR THE WORLD ECONOMY."**
>
> *Rex Golding, Survey Respondent*
> *Managing Director,*
> *Morgan Stanley Dean Witter*

2010 GOALS FOR OUR INNOVATIVE ECONOMY

- *Innovation and Entrepreneurship.* Silicon Valley continues to lead the world in technology and innovation.
- *Quality Growth.* Our economy grows from increasing skills and knowledge, rising productivity and more efficient use of resources.
- *Broadened Prosperity.* Our economic growth results in an improved quality of life for lower-income people.
- *Economic Opportunity.* All people, especially the disadvantaged, have access to training and jobs with advancement potential.

> **"A PLACE WHERE... COMMUNITIES ARE BUILT AROUND HOUSING, EMPLOYMENT, CHILD- CARE AND SHOPPING SO PEOPLE DO NOT NEED TO DRIVE SO MUCH."**
>
> *Jean T. Barrick,*
> *Survey Respondent, Saratoga*

2010 GOALS FOR OUR LIVABLE ENVIRONMENT

- *Protect Nature.* We meet high standards for improving our air and water quality, protecting and restoring the natural environment, and conserving natural resources.
- *Preserve Open Space.* We increase the amount of permanently protected open space, publicly accessible parks and green space.
- *Efficient Land Re-use.* Most residential and commercial growth happens through recycling land and buildings in existing developed areas. We grow inward, not outward, maintaining a distinct edge between developed land and open space.
- *Livable Communities.* We create vibrant community centers where housing, employment, schools, places of worship, parks and services are located together, all linked by transit and other alternatives to driving alone.
- *Housing Choices.* We place a high priority on developing well-designed, housing options that are affordable to people of all ages and income levels. We strive for balance between growth in jobs and housing.

2010 GOALS FOR OUR INCLUSIVE SOCIETY

- *Education as a Bridge to Opportunity.* All students gain the knowledge and life skills required to succeed in the global economy and society.
- *Transportation Choices.* We overcome transportation barriers to employment and increase mobility by investing in an integrated, accessible regional transportation system.
- *Healthy People.* All people have access to high quality, affordable health care that focuses on disease- and illness-prevention.
- *Safe Places.* All people are safe in their homes, workplaces, schools and neighborhoods.
- *Arts and Culture that Binds Community.* Arts and cultural activities reach, link and celebrate the diverse communitites of our region.

"NETWORKS ARE, IN THE BROADEST SENSE, AN IMPORTANT ORGANIZING PARADIGM FOR HOW OUR FAMILIES AND OUR COMMUNITIES CAN MAKE MEANING OUT OF LIFE AND MAKE THE FUTURE BETTER."

*John Doerr, Partner
Kleiner, Perkins,
Caufield and Byers*

2010 GOALS FOR REGIONAL STEWARDSHIP

- *Civic Engagement.* All residents, business people and elected officials think regionally, share responsibility, and take action on behalf of our region's future.
- *Transcending Boundaries.* Local communities and regional authorities coordinate transportation and land use planning for the benefit of everybody. City, county and regional plans, when viewed together, add up to a sustainable region.
- *Matching Resources and Responsibility.* Valley cities, counties and other public agencies have reliable, sufficient revenue to provide basic local and regional public services.

"BUSINESSES, RESIDENTS AND GOVERNMENT WORKING IN HARMONY TO PROACTIVELY RESOLVE PROBLEMS AND MAKE THE AREA A NATIONAL EXAMPLE FOR QUALITY OF LIFE AND A DYNAMIC BUSINESS ENVIRONMENT."

*Andy Ball, Survey Respondent,
CEO, Webcor Builders*

Framework 2010

These seventeen goals and their suggested progress measured will be tracked in
Joint Venture's annual Index of Silicon Valley.

GOALS	PROGRESS MEASURES
Our Innovative Economy Increases Productivity and Broadens Prosperity	
1. Innovation and Entrepreneurship	Number of "gazelles" (rapidly growing companies)
	Value of venture capital investments
	R&D employment as share of total workforce
	Value of corporate R&D spent locally
2. Quality Growth	Growth in value added per employee
	Growth in real per capita income
3. Broadened Prosperity	Distribution of income
	Measure of income mobility
	Geographic concentration of poverty
4. Economic Opportunity	Adult literacy in English
	Computer literacy and access
	Percent of residents who feel they face significant obstacles to attaining skills necessary for career advancement
	Adult continuing education
	Child care availability and affordability
	High school graduation rates
	Percentage of graduating high-school students enrolling in post-secondary education or training
Our Communities Protect the Natural Environment and Promote Livability	
5. Protect Nature	Number of bad air days exceeding the state and federal standard
	Quality and quantity of wetlands and stream corridors
	Overall water use and percent of water consumption that is recycled water
6. Preserve Open Space	Acres of permanently protected open space in Silicon Valley and around Silicon Valley perimeter
	Acres of publicly accessible open space, per person
7. Efficient Land Re-use	Acres of developed land authorized for re-use for higher density purposes
	Average units per acre of new residential development in urban areas
	Average density of new commercial & industrial development in urban areas
8. Livable Communities	Share of new housing and new jobs within 1/4 mile of major rail stations or bus corridors
	Employee commute distance from home
	Residents' satisfaction with the quality of their community
9. Housing Choices	The number of new affordable housing units permitted compared to total new housing units permitted
	The ratio of new housing starts to new jobs in the region and by sub-regions

GOALS	PROGRESS MEASURES

Our Inclusive Society Connects People to Opportunities

GOALS	PROGRESS MEASURES
10. Education as a Bridge to Opportunity	Assessment of children's readiness for kindergarten
	Percentage of students reading at or above grade level at the end of third grade
	Percentage of students completing Algebra I by 10th grade
	Share of seniors who have completed high school courses required for UC/CSU entrance
11. Transportation Choices	Transit ridership and service hours
	Percentage of people using alternatives to driving alone
12. Healthy People	Health statistics for deaths due to coronary heart disease, low birth weight infants and child immunization
	Percentage of residents covered by employer, public or private insurance
13. Safe Places	Crime rate per 100,000 residents and measure of geographic disparity
14. Arts and Culture that Binds Community	Community participation in arts activities
	Public and private resources directed to support arts programs and education for children

Our Regional Stewardship Develops Shared Solutions

GOALS	PROGRESS MEASURES
15. Civic Engagement	Measure of regional thinking
	Perception of how well people are working together to improve Silicon Valley
	Percentage of residents who participate in civic organizations and public discussions
	Voter registration and participation in local elections
	Number of business leaders serving on local nonprofit boards
	Per capita and per employee giving to nonprofits and the level of volunteerism
16. Transcending Boundaries	Number of interjurisdictional partnerships in transportation and land use
	Evidence that cities develop and use a common information system for land use and transportation planning
17. Matching Resources with Responsibility	Growth in local government revenue compared to growth in jobs, population and inflation
	Growth in capital expenditures compared to growth in jobs, population and inflation
	Measure of local control over revenue sources that fund local services

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An Integrated Framework:

Connecting the Economy, Environment and Society through Regional Stewardship

THESE GOALS ARE INTERDEPENDENT AND INTERRELATED IN COMPLEX WAYS

The principle of sustainability is rooted in the belief that economic vitality, environmental quality and social health are interdependent, as seen in our recent experience. As job growth in the late 1990s outpaced housing supply, a larger share of Silicon Valley workers began commuting long distances to their jobs. Their time spent on the freeways congests the existing transportation infrastructure, degrades air quality, and takes away from time with their families. Addressing these problems will require expensive investments by both public and private sectors, diverting resources from other uses.

This highlights the tremendous challenge of guiding a region as complex as Silicon Valley in a more sustainable direction. To address an issue like the imbalance in employment and housing growth requires developing a consensus among multiple jurisdictions, dedicated capital resources and tremendous public will.

Clearly, how we manage our region's economy, environment and society will either undermine or enhance our capacity for sustained prosperity and a satisfying quality of life into our future. This is the formidable task we in Silicon Valley face – to marshal the resources and commitment necessary to realize our regional vision.

NEXT STEPS TOWARD REGIONAL STEWARDSHIP

Silicon Valley has been a model for using personal and professional networks and a collaborative approach to solve problems. We must build on our strengths, growing and linking networks of responsibility to take charge of the economic, environmental and social future of our region.

There is ample evidence that our community is ready to engage in a healthy dialogue about our future. Having met and worked with thousands of participants who helped shaped this vision, our Vision Leadership Team is confident they and others will respond to this call to action and will continue this dialogue. We need dialogue to build relationships, trust and understanding, and we need action to produce results and credibility. We must join together and build upon the efforts of many organizations already actively involved in fostering a regional dialogue and taking action around specific issues such as welfare reform, housing and education.

Our Vision Leadership Team is committed to supporting the expansion of regional dialogue and problem solving, and recommends three critical next steps:

■ *Gain Public Commitments.* Have business, government, education, nonprofit, faith and service organizations throughout Silicon Valley pass "Resolutions of Commitment" to this broad vision and to working together on regional solutions.

■ *Catalyze Action.* Establish a regional Civic Network that will bring people and organizations together to advocate for the sustained health and vitality of our entire region.

■ *Measure Progress.* Use the progress measures developed in this vision in Joint Venture's *Index of Silicon Valley* to assess how well we are doing in attaining our goals for Silicon Valley 2010.

QUESTIONS WE NEED TO ASK OURSELVES

Gaining public commitments, convening a regional dialogue through a Civic Network and measuring progress will challenge us to confront tough questions about what our role should be in shaping the region's future:

For every *individual* in Silicon Valley, the vision asks: How can we actively participate in shaping the future of our region?

For *companies* in Silicon Valley, this vision asks: How can future expansions in Silicon Valley and the greater Bay Area be developed to benefit its people and place? How can an employer's investments in human capital broaden opportunity and improve the company's bottom line? How can companies work together in Sacramento and Washington, D.C., to remove barriers and create incentives for making Silicon Valley an even better place?

For *local governments* in Silicon Valley, this vision asks: How can local jurisdictions share information and plan cooperatively on regional issues to improve the economic vitality and quality of life in each community? What incentives can be implemented to encourage private investments that reinforce regional goals?

For *educators* in Silicon Valley, this vision asks: How can we instill the value of lifelong learning? How can our educational system better prepare all children for the challenges and opportunities of living and working in Silicon Valley?

For *community-based organizations*, *nonprofit organizations* and *communities of faith*, the vision asks: How can our organizations support regional goals and regional stewardship? How can our organizations partner with others to extend opportunity to people who want to improve their lives?

These are a few samples of the kinds of questions we need to ask ourselves to become the kind of community that exemplifies all we value about this region. By taking initiative and working together, we can achieve this vision and far more. The future of our region is in our hands.
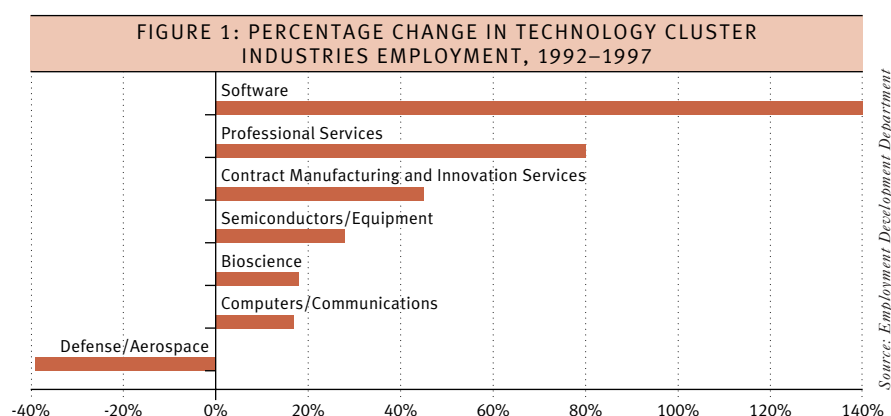
Economy 2010

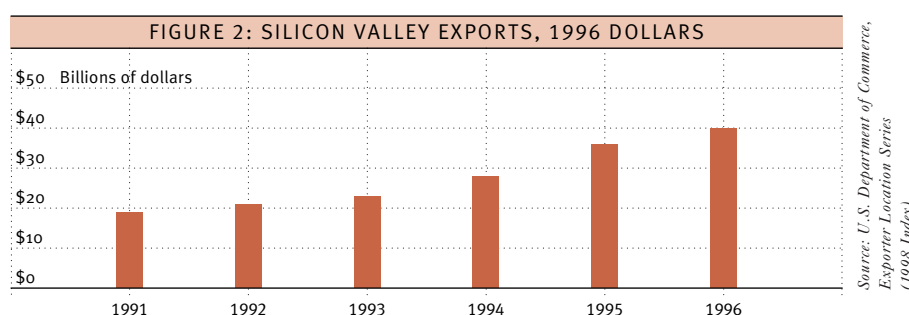# Our Innovative Economy Increases Productivity and Broadens Prosperity.

Our Economic Strengths

The driving force of the Valley economy is technology, specifically, specialized clusters of technology firms and talent. Nearly 40% of Silicon Valley's workforce is employed in technology-related industries, and many more jobs are tied to the health of these industries. These clusters are dynamic; constantly innovating and changing. They draw strength from the Valley's business environment, its tangible assets like world-class universities, extensive supplier networks and specialized professional services as well as from intangible qualities such as the willingness to take risks and competitive spirit.

In the 1990s, Silicon Valley's economy has been shifting from a high-tech manufacturing economy to a knowledge-based economy. This economy is higher value and more service-oriented. Competitive advantage comes from productive, creative use of human inputs, from value rather than from volume. Rapidly growing small- and medium-sized companies are becoming increasingly important, which is seen in the large gains in software and professional services employment between 1992-1997 (Figure 1).

Silicon Valley Technology Cluster Industries

- **BIOSCIENCE**
- **COMPUTER/ COMMUNICATIONS**
- **DEFENSE/AEROSPACE**
- **CONTRACT MANUFACTURING AND INNOVATION SERVICES**
- **PROFESSIONAL SERVICES**
- **SEMICONDUCTORS/ EQUIPMENT**
- **SOFTWARE**

FIGURE 1: PERCENTAGE CHANGE IN TECHNOLOGY CLUSTER INDUSTRIES EMPLOYMENT, 1992–1997

Source: Employment Development Department

This growth in highly innovative technology clusters has corresponded with global demand for Silicon Valley's technology products and services. In 1996, Silicon Valley produced $40 billion in exports, and Santa Clara County alone surpassed the Detroit metropolitan region – the symbol of the industrial age – as the nation's number one exporting region (Figure 2).

FIGURE 2: SILICON VALLEY EXPORTS, 1996 DOLLARS

Source: U.S. Department of Commerce, Exporter Location Series (1998 Index)

Silicon Valley's economy has considerable strengths; the question for the future is whether this dynamic economy – and its influence on our region's environment and society – are sustainable.

Our Economic Challenges

EMPLOYMENT IS GROWING FASTER THAN POPULATION, LABOR FORCE

Looking at Santa Clara County as a surrogate for Silicon Valley, we see that since March 1995, employment has been growing much faster than the local labor force (Figure 3). This gr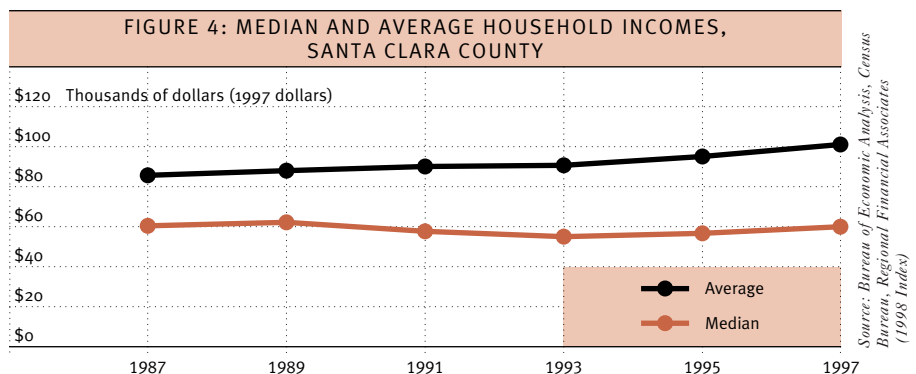owth causes tightening of the local labor market and the need to look outside the county for employees. Currently, an estimated 162,000 workers, or 18% of the county's total employment, commute in daily from the surrounding Bay Area region (Santa Clara Valley Transportation Authority estimates).

FIGURE 3: GROWTH OF SILICON VALLEY EMPLOYMENT AND LABOR SUPPLY (INDEXED TO MARCH 1992 LEVELS)

— Local Labor Supply
— Employment

Source: Employment Development Department (1998 Index)
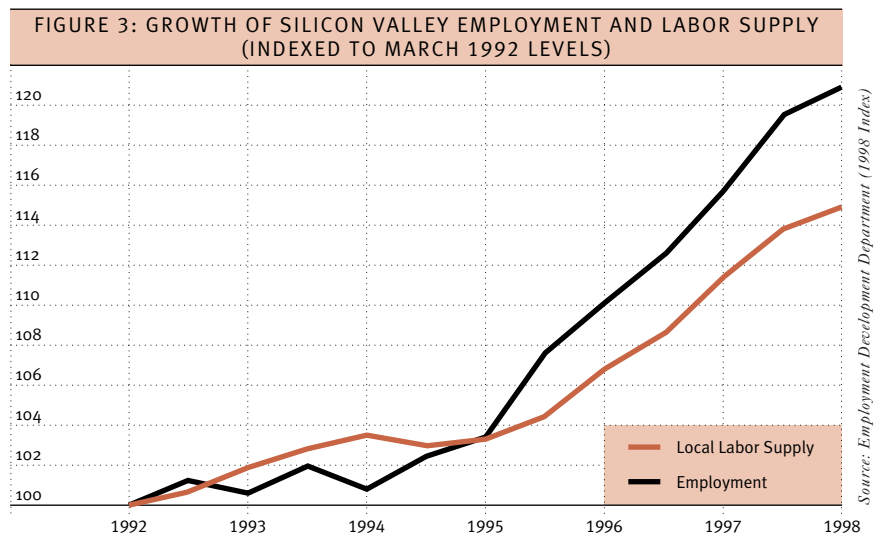
WAGES ARE HIGH AND RISING, BUT INEQUALITY IS GROWING

Average annual growth in wages and jobs has consistently outpaced state and national averages, yet household income inequality is growing. The Valley's economic growth has not raised the incomes of all households. One measure of income inequality is the ratio of median household income to average household income. Median household income is the amount at which half of all local households are above and half are below. The median is typically lower than the average because households with very high incomes pull the average up. Looking at Santa Clara County as a surrogate for Silicon Valley (Figure 4), there has been a widening disparity between median and average income households.

FIGURE 4: MEDIAN AND AVERAGE HOUSEHOLD INCOMES, SANTA CLARA COUNTY

Thousands of dollars (1997 dollars)

— Average
— Median

Source: Bureau of Economic Analysis, Census Bureau, Regional Financial Associates (1998 Index)

GROWING POPULATIONS UNDERREPRESENTED IN HIGH-SKILL OCCUPATIONS

There is a trend toward occupational hierarchy by ethnicity. Whites comprised 76% of "execu-
tives and managers" in Santa Clara County in 1990, and nearly that percentage of "professional
specialists." The percentage of Asian employees is relatively high in the areas of "technician"
and "machine operator"; Latinos are the most highly represented ethnic group in the "machine
operator" and lower-wage "service" categories. This occupational hierarchy is reflected in
income differentials among ethnic groups. Neither women nor members of certain ethnic groups
have yet to reach the upper echelons of the Valley's technology-based businesses in proportion
to their participation in the workforce.

HIGH SHARE OF POOR ARE WORKING

Compared with East Coast metropolitan areas, a relatively high share of
poor households are "working poor" households (as opposed to non-working
or welfare-dependent households); 60% of households living below 125%
of the poverty line have at least one household member working at least
part-time. Although many people in Silicon Valley do very well economically,
people can work and still not be able to support themselves or their
families in a place as expensive as Silicon Valley. People who want to work,
but who cannot currently earn enough to support themselves or their
families, represent an underutilized community resource, one that could
benefit from access to education, training and other employment support;
moreover, they are a drain on the community's social service network.

NEW DRIVING SECTORS CREATE NEW OCCUPATIONAL DEMANDS

The work environment is changing. Over the past 25 years, a push for efficiency, the information age, rapid technological advancement and global economic competition have resulted in demand for higher levels of skills and work readiness. This revolution in the workplace requires employees, like businesses, to reinvent themselves continually. Increasingly, access to jobs with advancement potential is open to people who can put knowledge to work. Lifelong learning has replaced lifelong employment.

These new occupational demands have the potential for further increasing the gap between high- and low-skilled workers. Once again looking at Santa Clara County as a surrogate for Silicon Valley, certain occupations, especially in service sectors, are expected to grow at strong rates from 1994 to 2001 (Figure 5). In terms of the largest job growth, the top 10 occupations fall mainly into two categories: high-tech knowledge workers (e.g. computer and electrical engineers) and low-skilled service workers (e.g. janitors, waiters, receptionists). This suggests further bifurcation of the overall labor force, one than has the potential to reinforce trends of occupational hierarchy by ethnicity. This trend is particularly important for the future, as increasing inequality will lead inevitably to rising social tension and distrust.

FIGURE 5: OCCUPATIONS WITH THE GREATEST ABSOLUTE JOB GROWTH,
1994-2001, SANTA CLARA COUNTY

Occupation	Job Growth
Computer Engineers	6,130
Electrical and Electronic Engineers	4,230
Systems Analysts – Electronic Data Processing	3,920
General Managers, Top Executives	2,990
Computer Programmers, Including Aides	2,680
Janitors, Cleaners – Except Maids	2,400
Waiters and Waitresses	2,110
Guards and Watch Guards	2,020
Engineer, Math and Natural Science Manager	1,760
Receptionists, Information Clerks	1,690

Source: Employment Development Department (1998 Index)

Four Goals with Progress Measures for an Innovative Economy in 2010

GOAL #1. INNOVATION AND ENTREPRENEURSHIP.
SILICON VALLEY CONTINUES TO LEAD THE WORLD IN TECHNOLOGY AND INNOVATION.

To prepare for new challenges, Silicon Valley will need to preserve and enhance the business infrastructure and environment that support innovation – the intellectual and financial capital, access to global markets, entrepreneurial activity and a satisfying quality of life. Innovation must continue to be the source of our competitive advantage. Growth in innovation – evident in new businesses, products and services – will emerge from this environment.

Progress Measures for Innovation and Entrepreneurship:

- *Number of gazelles.* Gazelles are rapid-growth companies starting with at least $1 million in sales that grew at least 20% for each of the last four years. They generate high output and jobs for the Valley.
- *Value of venture capital investments, as share of national total.* Companies that have met the screen of venture capitalists are innovative, entrepreneurial and have growth potential.
- *R&D employment as share of total workforce, relative to other leading regions.* To lead the world in innovation, Silicon Valley must maintain a concentration of engineering, scientific and technical personnel relative to other leading innovation regions.
- *Value of corporate R&D spent locally.* Corporate decisions to invest R&D funds in Silicon Valley suggest the Valley's ability to remain a leading innovation region.

GOAL #2. QUALITY GROWTH.
OUR ECONOMY GROWS FROM INCREASING SKILLS AND KNOWLEDGE, RISING PRODUCTIVITY AND MORE EFFICIENT USE OF RESOURCES.

By increasing the value of local economic activity and using resources more efficiently, Silicon Valley can generate a rising standard of living and minimize negative impacts on our environment. The critical factors essential to realizing qualitative growth are: 1) improved access to education and lifelong learning, which increases the supply of highly desirable workers; 2) productivity gains that generate higher incomes (many of these generated by the application of information technology); and 3) growing use of sustainable business practices that yield impressive bottom-line returns for businesses while reducing pollution and waste.

Progress Measures for Quality Growth:

- *Growth in value added per employee.* Within technology industries and other industry groups, and compared to the overall regional economy. Innovation, industry mix, and process improvement drive value added. Increased value added is a prerequisite for increased wages.
- *Growth in real per capita income.* Real per capita income is the ultimate bottom-line measure of a growing, competitive economy.

GOAL #3. BROADENED PROSPERITY.
OUR ECONOMIC GROWTH RESULTS IN A HIGHER STANDARD OF LIVING FOR LOWER INCOME PEOPLE.

The most important measure of success in the innovative economy is rising real income that is shared widely. The quantitative growth of jobs is no longer enough. What is required is growth

"WE HAVE THE CAPACITY AND ABILITY TO CREATE A REMARKABLY DIFFERENT ECONOMY, ONE THAT CAN RESTORE ECOSYSTEMS AND PROTECT THE ENVIRONMENT WHILE BRINGING FORTH INNOVATION, PROSPERITY, MEANINGFUL WORK AND TRUE SECURITY."
Paul Hawken, author, The Ecology of Commerce

Dana Grover Photography

"LIFELONG LEARNING IS A CRITICAL PART OF TODAY'S SOCIETY. WE NEED AN INTEGRATED EFFORT BY THE K-12, COMMUNITY COLLEGES AND UNIVERSITIES TO MAKE AVAILABLE THE RIGHT SET OF LIFELONG LEARNING OPPORTUNITIES."
Jim Morgan, Chairman and CEO, Applied Materials

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that sustains prosperity throughout the community. Increasing equity promotes greater efficiency because everyone gains from broader participation in the fruits of the economy – companies have access to the talent they need and people have access to opportunities to get ahead in life.

Progress Measures for Broadened Prosperity:

- *Distribution of income.* Measured in two ways: 1) by household; and 2) by wage earner: This indicates whether households and individuals across the economic spectrum are sharing in Silicon Valley's prosperity.
- *Measure of income mobility.* This measures the ability of households in Silicon Valley to increase their income over time.
- *Geographic concentration of poverty.* Concentrated poverty leads to economic and social isolation of people most in need of support and resources.

GOAL #4. ECONOMIC OPPORTUNITY.
ALL PEOPLE, ESPECIALLY THE DISADVANTAGED, HAVE ACCESS TO TRAINING AND JOBS WITH ADVANCEMENT POTENTIAL.

In the innovative economy, lifelong learning and skill development penetrate the entire labor force, expanding economic opportunity and maximizing our human capital. Public and private education and training institutions, labor unions, businesses and nonprofits all play a critical role in enabling people to develop their career resiliency.

Progress Measures for Economic Opportunity:

- *Adult literacy in English.* English literacy is critical for accessing jobs with advancement potential.
- *Computer literacy and access.* Computer literacy and access are important for participating in the innovative economy and for accessing continuing education.
- *Percent of residents who say they face significant obstacles to attaining skills necessary for career advancement.* This measures how people perceive barriers to accessing whatever it takes to improve their skills.
- *Adult continuing education.* Continuing education of adults is essential for a knowledge intensive economy. This measure could include community college enrollment, adult G.E.D. completion and business and union investment in training.
- *Childcare availability and affordability.* Access to affordable childcare is important for accessing training and jobs.
- *High school graduation rates.* Failure to complete high school is a significant barrier to attaining jobs with advancement potential.
- *Percentage of graduating high-school students enrolling in post-secondary education or training.* Access to education or training following high school increases access to jobs with advancement potential.

By pursuing these four goals, Silicon Valley can prepare for new challenges. Enhancing the business environment that supports innovation will lead to new industries, new products, and new collaborative efforts to improve our region. Our human capital will be the wellspring of productivity growth and opportunity. The innovative economy not only sustains technological leadership, but also benefits the people and the place we call Silicon Valley.

Perspectives on the Economy

THE EMERGING DIGITAL ECONOMY

A **1998** U.S. Department of Commerce report, **"The Emerging Digital Economy,"** makes clear how much information technologies have become a driving force in the economy today.

- Information technologies have been responsible for more than one-quarter of real economic growth over the last five years.
- Investments in information technologies account for more than 45% of all business equipment investment – up from 3% in the 1960s.
- We are beginning to see the results of this investment in increasing productivity and efficiency. For example, businesses in virtually every sector of the economy are beginning to use the Internet to cut costs of purchasing, to manage supplier relationships, to streamline logistics and inventory, to plan production and to reach new and existing customers more effectively.

Silicon Valley has led the creation of the emerging digital economy and is clearly benefiting. Productivity in the Valley is the highest of any region in the nation, exports from the Valley lead all other regions, and we have the second-highest average wages of any region. The question facing us now is how to share our prosperity more widely so that everyone can benefit from the opportunities created by the emerging digital economy.

As the Secretary of Commerce stated in releasing, "The Emerging Digital Economy" report: "Technology is reshaping this economy and transforming business and consumers. This is about more than e-commerce or e-mail or e-trades or e-files. It is the about the 'e' in economic opportunity."

CAN WE BROADEN PROSPERITY?

The rationale for the innovative economy creating broadly shared prosperity has been described by Bob Davis and David Wessel, two seasoned Wall Street Journal reporters, in their book, **Prosperity: The Coming 20-Year Boom and What It Means to You**. By drawing a parallel to the delayed productivity impact after the introduction of electricity at the turn of the century, Davis and Wessel view the delayed impact of information technology as opening up a new era of widely shared prosperity over the next two decades (based on research by Stanford Economic Historian Paul David).

The late 1990s will mark the beginning of an era of broadly shared prosperity. The rate of economic growth will accelerate from the sluggish pace that has plagued the United States since 1973. The added wealth will be more widely shared as the wage gap between the more educated and less educated diminishes. We are at an economic turning point.

This turning point is unlikely to happen in the absence of supportive public policy. The most important step that a region like Silicon Valley can take is to ensure widespread access to education beyond high school.

Environment 2010

Our Communities Protect the Natural Environment and Promote Livability.

Our Environmental Strengths

Bordered by the Santa Cruz Mountains and the western edge of Diablo Range, the Silicon Valley encompasses a diverse natural landscape ranging from wetlands to foothill woodlands to coniferous forest. Although impacted by extensive development over the past half-century, local activism has ensured that the Valley retains extensive natural resources and much of its attractiveness as a place to live.

Protecting our remaining open space has become a high priority. In the 1990s, Silicon Valley has enjoyed significant increases in the acquisition of publicly accessible open space surrounding the developed area, although at the same time, thousands of acres of farmland have been converted to commercial and residential use. Our region also saw the first signs of an emerging regional growth boundary in several cities, including San Jose, Cupertino, Morgan Hill, Monte Sereno and Gilroy (partial). The Valley's urban growth boundary, however, is neither complete nor permanent.

A real strength in Silicon Valley's built environment is the re-emergence of dynamic downtown centers over the last decade. As a result of significant leadership and investment by the public sector, mixed-use, compact urban centers are being revitalized throughout our region. These centers – from San Jose to Mountain View to San Mateo – are becoming dynamic hubs for living, working, entertaining and shopping. This mixed-use, transit accessible environment is attracting both residents and companies, especially smaller "innovative economy" firms and sole proprietorships.

Silicon Valley is at an important evolutionary stage. No longer a rural community or suburbs, our region needs to decide what kind of place it wants to become. The opportunity exists to evolve into a more sustainable metropolitan form, one that blends the best of our natural environment with the vitality of a metropolitan urbanized area.

81% OF RESIDENTS POLLED RANKED "PRESERVING OPEN SPACE" AS EXTREMELY IMPORTANT.

Dana Grover Photography

"I CAME FROM SAN FRANCISCO AND IT TOOK ME ABOUT EIGHT YEARS JUST TO SAY I LIVED IN SAN JOSE… NOW I LIVE IN A NEIGHBORHOOD A WALK AWAY FROM A MAJOR UNIVERSITY, A FINE SYMPHONY AND OPERA COMPANY, A BEAUTIFUL NEW THEATRE, THE FINEST FILMS, AND ANY KIND OF RESTAURANT I MIGHT WANT."

Kathleen Cohen,
Survey Respondent, San Jose

Our Environmental Challenges

91%

91% OF RESIDENTS POLLED AGREE WITH THE FOLLOWING STATEMENT: "WE NEED TO DO A BETTER JOB WITH LAND USE PLANNING IN SILICON VALLEY TO MAKE SURE GROWTH DOESN'T DESTROY THE QUALITY OF LIFE AND THE ECONOMIC HEALTH OF OUR REGION."

HISTORICAL PATTERN OF "SPRAWL" DEVELOPMENT

The physical place we call Silicon Valley has changed dramatically in the last 50 years. In the first half of the 20th century, what was then known as the "Valley of Heart's Delight" was an agricultural economy of scattered towns with rural character. Fruit orchards and canning plants were the economic mainstays, and many people came of age picking fruits in orchards.

After World War II, the Santa Clara Valley started developing its own electronics workplaces, but also became a string of growing communities, with many residents commuting north to San Francisco. Over time, the communities grew together physically, developing homes and workplaces on agriculture land and eliminating the greenspace between them (Figure 6).

FIGURE 6: BAY AREA SPRAWL
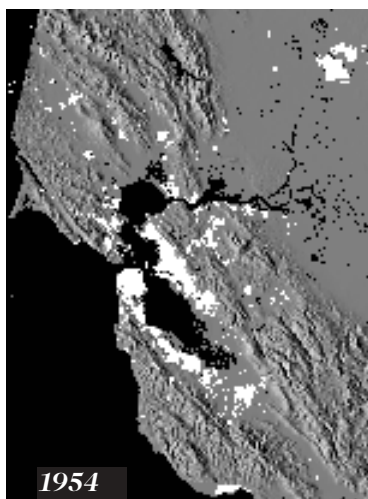
1954
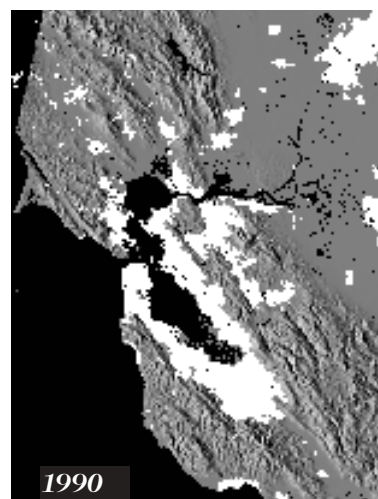
1990

Courtesy: Bay Area Greenbelt Alliance

By the 1980s, no one could deny that Silicon Valley was no longer just residential suburbs; it had become a major metropolitan region that exerts tremendous influence on the land use patterns of the San Francisco Bay Area. Though a large percentage of Silicon Valley is already built out, the pattern of low density development continues on our region's periphery.

SILICON VALLEY CREATES JOBS MUCH FASTER THAN IT CREATES HOUSING

The ratio of jobs to households has increased steadily since 1970. Since 1992, the Silicon Valley region has created more than 200,000 jobs, and only 38,000 housing units. Generally, cities in north Santa Clara (Palo Alto, Santa Clara, Sunnyvale, Mountain View, Milpitas, Cupertino) and south San Mateo County (Menlo Park, San Carlos) have more jobs than employed residents, and the surrounding cities have more employed residents than jobs. This is especially true in San Jose and the southern portion of Silicon Valley.

The current imbalance is a function of independent zoning decisions made by the cities since the 1950s. The general plans of cities of earlier eras allocated land for commercial/industrial uses assuming that ratios of jobs per acre would stay low. In fact, as Silicon Valley's economic structure changed, the number of employees per acre began increasing rapidly. Although housing

development and intensity increased in the Valley, especially in the 1980s, it did not keep up with job growth. Our region has no formal coordination mechanism for city decisions on land use and no regional consensus about desirable land-use planning.

The conundrum is that the trend may be toward greater and greater imbalance in the future, with job growth being the driver. The potential for job growth is much greater than the potential for housing growth because, under current zoning regulations, political climate and market conditions, the potential for densification of industry is much greater than that of residential development.

This imbalance is a problem with long-term consequences because it:

■ Generates excessive automobile travel, both into and within our region, affecting air and water quality, personal time and productivity. As workers live farther and farther from their jobs, traffic congestion increases. In 1996, average daily vehicle hours of delay on freeways in Santa Clara County reached their highest level since 1988 (Figure 7). Vehicles are the number one source of air pollution (nearly 60% of all air pollution) and of pollutants into the bay. Vehicle emissions, the wearing of brake pads, and runoff from roads and parking lots are all sources of water pollution.

FIGURE 7: AVERAGE DAILY VEHICLE HOURS OF DELAY ON FREEWAY SYSTEM, SANTA CLARA COUNTY

Daily vehicle hours of delay

Source: Caltrans, Highway Operations Branch
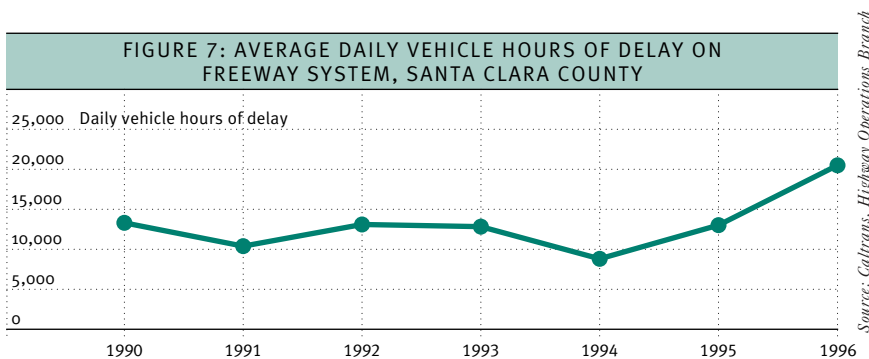
■ Escalates prices for people to buy and rent housing because demand outpaces supply. Compounding the problem is the fact that our region's overall housing stock does not include adequate numbers of housing units at price ranges and rent levels that are commensurate with the financial capabilities of many households. This affordability crisis especially affects two groups of Silicon Valley people: lower-income renters and first-time home buyers.

■ Creates pressure for housing to be built on an ever-expanding periphery. Silicon Valley's failure to provide housing for its workforce encourages outlying areas to develop residential communities on agricultural and other undeveloped lands. As development occurs, the Bay Area loses fragile ecosystems and biodiversity. Growing outward is also fiscally imprudent because it costs taxpayers more to provide new infrastructure than to redevelop land where there is existing capacity.

SILICON VALLEY IS HIGHLY DEPENDENT ON CARS FOR TRANSPORTATION; PEOPLE PERCEIVE FEW REAL ALTERNATIVES

In 1996, 92% of commuters drove to work; only 3% used transit, and 5% walked, biked or telecommuted. Our region's current development pattern – the dispersed location and low density of workplaces, residences and urban centers – has not proved conducive to cost-effective, widely used, alternative transportation systems. Several cities in Silicon Valley have been leaders in promoting transit-oriented development; however, it will likely take much more extensive commitment regionwide to transit-oriented development to realize significant gains in overall transit use.

RESTORING AND MAINTAINING ENVIRONMENTAL QUALITY REMAINS A CHALLENGE

Water and air quality, pollution prevention and protecting our region's remaining open space are ongoing environmental issues facing the region. Development on or near wetlands and stream corridors destroys fish and wildlife habitats, reduces water quality and increases the likelihood of flood damage.

Managing our wastewater became a particular focus of attention in 1996, when the outflow from the San Jose/ Santa Clara waste water treatment plant began exceeding the regulated limit of 120 million gallons per day. Also of concern is the amount of heavy metal pollutants flowing from company discharges and urban run-off – especially copper from automobile brake pads – that flow directly to the Bay.

Air quality continues to be a pivotal environmental issue, and stricter air quality standards will likely be imposed early in the next century. The federal and state Environmental Protection Agencies monitor Silicon Valley for emissions from cars and companies into the air. The number of "bad air days" (caused principally by cars and affected by weather) has fallen dramatically in the last 10 years because of improvements in car technology and gasoline composition. Though our region currently performs well, stricter standards and increasing automobile emissions will make compliance a continuing challenge.

Toxic chemical releases by Silicon Valley firms have declined by two-thirds since 1987. Air releases drive this improvement, because of increased pollution prevention efforts of companies and changing industry structure. Releases into sewage treatment plants, however, have remained stable.

Five Goals with Progress Measures for Our Livable Environment in 2010

GOAL #5. PROTECT NATURE.
WE MEET HIGH STANDARDS FOR IMPROVING OUR AIR AND WATER QUALITY, PROTECTING AND RESTORING THE NATURAL ENVIRONMENT, AND CONSERVING NATURAL RESOURCES.

By preserving our region's ecological heritage, Silicon Valley can ensure the availability of natural resources and a satisfying quality of life for generations to come.

Progress Measures for Protecting Nature:

- *Number of bad air days exceeding the state and federal standard.* Air quality is a high priority area. While "bad air days" are sensitive to weather variation, they are the most easily understood and direct measure of air quality.
- *Quality and quantity of wetlands and stream corridors.* Protecting and restoring wetlands and stream corridors helps preserve biodiversity, improve water quality, reduce the likelihood of flood damage and offers educational and recreational opportunities.
- *Overall water use and percent of water consumption that is recycled water.* Conservation is an important part of protecting nature. Experts identified water as an area for improvement.

GOAL #6. PRESERVE OPEN SPACE.
WE INCREASE THE AMOUNT OF PERMANENTLY PROTECTED OPEN SPACE, PUBLICLY ACCESSIBLE PARKS AND GREEN SPACE.

As our region continues to develop, it must place a high priority on establishing parks and green-space in neighborhoods and ensuring that sensitive habitats are permanently protected from development, so that future generations can enjoy our region's open space and parks.

Progress Measure for Preserving Open Space:

- *Acres of permanently protected open space in Silicon Valley and around the Silicon Valley perimeter. Acres of publicly accessible open space, per person.* This indicator will include lands permanently protected through public ownership or conservation easements, including city and regional parks.

GOAL #7. EFFICIENT LAND RE-USE.
MOST RESIDENTIAL AND COMMERCIAL GROWTH HAPPENS THROUGH RECYCLING LAND AND BUILDINGS IN DEVELOPED AREAS. WE GROW INWARD, NOT OUTWARD, MAINTAINING A DISTINCT EDGE BETWEEN DEVELOPED LAND AND OPEN SPACE.

By directing most growth to the urban area, local jurisdictions can re-invest in existing neighbor-hoods and make more efficient use of land. This will improve our quality of life, strengthen community, and help mitigate development pressures in outlying areas. The result is higher quality places, more efficient use of existing infrastructure, and preservation of rural settings close by.

Progress Measures for Efficient Land Re-use:

- *Acres of developed land authorized for re-use for higher density purposes.* Measure of recycling land within developed areas.
- *Average units per acre of new residential development in urban areas, compared to the average unit per acre overall.* Increased density would suggest more efficient use of scarce land resources.
- *Average density of new commercial and industrial development in urban areas.* Increased density would suggest more efficient use of scarce land resources.

GOAL #8. LIVABLE COMMUNITIES.
WE CREATE VIBRANT COMMUNITY CENTERS WHERE HOUSING, EMPLOYMENT, SCHOOLS, PLACES OF WORSHIP, PARKS AND SERVICES ARE LOCATED TOGETHER, ALL LINKED BY TRANSIT AND OTHER ALTERNATIVES TO DRIVING ALONE.

Pursuing this goal would give people more choices about where to live and how to get around. Workers of more modest means, young families and the elderly would be better able to afford quality housing and contribute to the community. It means having transportation options to go to work, run errands or travel to downtown centers. People without cars – people of modest means, the elderly, children and teens, the disabled – would be able to get to jobs, education and services in our region. Shopping, restaurants, and community support services are more likely to be located within walking distance of homes.

Progress Measures for Livable Communities:

- *Share of new housing and new jobs within one-fourth mile of major rail stations or bus corridors.* Development around transit corridors increases mobility and links communities to services and resources.
- *Employee commute distance from home.* Pursuing a "livable community" pattern of development should result in an overall decrease in commute distances over the long-term.
- *Residents' satisfaction with the quality of their community.* Satisfaction levels will reflect the perceived livability of our region.

GOAL #9. HOUSING CHOICES.
WE PLACE A HIGH PRIORITY ON DEVELOPING WELL-DESIGNED HOUSING OPTIONS THAT ARE AFFORDABLE TO PEOPLE OF ALL AGES AND INCOME LEVELS. WE STRIVE FOR BALANCE BETWEEN GROWTH IN JOBS AND GROWTH IN HOUSING.

Although not often thought of as an environmental issue, it is clear that the connection between land use, housing affordability and transportation has a dramatic impact on environmental quality. Building more housing within the region that is well-situated for transit use is essential to meeting our environmental goals.

Progress Measures for Housing Choices:

■ *The number of new affordable housing units permitted compared to total new housing units permitted.* Measures the increased volume of housing available for low- and moderate-income households.

■ *The ratio of new housing starts to new jobs in the region and by sub-regions.* Jobs/housing imbalance is a critical issue that affects congestion, air quality, housing affordability and quality of life.

Taken together, these goals describe a new vision of Silicon Valley's metropolitan form. Likewise the progress measures, when examined together, will tell the story of how Silicon Valley's natural and built environment are changing each year.

By pursuing these five goals, Silicon Valley will continue to be a great place to live and work. The vision will not decrease the demand to live and work in Silicon Valley. In fact, there will need to be continued growth in jobs and population to meet our economic and societal goals. However, as our region grows, we can minimize impacts on the natural environment and improve our quality of life by steering public and private investment into existing developed areas and neighborhoods.

Perspective on the Built Environment

LAND RECYCLING CRITICAL TO SUSTAINABLE DEVELOPMENT

A 1998 report titled, **"Land Recycling and the Creation of Sustainable Communities,"** sponsored by The James Irvine Foundation and produced by the California Center for Land Recycling makes clear that sustainable, smart land use is based on land recycling.

"The beginning point for the creation of sustainable communities is the sustainable use of land ...
Land is a precious resource to be treasured, not a commodity to be squandered ...
And the land is finite ... The task is to create places to live and work – in an environmentally responsible way – that support a vibrant and enduring economy, and that are socially equitable."

Recycling previously developed land represents sustainable use of the land. It opens the opportunity for vibrant communities with healthy neighborhoods, a mix of housing choices and revitalized downtowns.

Existing conditions

Envisioned with trees

Envisioned with buildings pulled up to the sidewalk

Source: Steve Price, Urban Advantage

Envisioned with light rail

Society 2010

Our Inclusive
Society Connects
People to
Opportunities.

Our Societal Strengths

Silicon Valley's greatest asset is the diversity and spirit of its people. Some can trace their roots to ancestors who received land grants in the 19th century. Many came to the Valley during its first wave of technology growth during the 1970s. Still others are recent immigrants, coming from all over the country and all over the world to this special place we call home. Together, our people are a multicultural well-spring of ideas and creativity.

Many people in Silicon Valley enjoy a very good quality of life. As a region, Silicon Valley has the lowest crime rate of any metropolitan area in California and its residents enjoy a relatively high standard of personal health. Outstanding universities like Stanford, Santa Clara and San Jose State and diverse arts organizations call Silicon Valley home. Our region has many vital, beautiful neighborhoods. Religious institutions and cultural organizations are actively engaged in shaping the spirit, values and the character of our society.

Yet there are significant challenges to the long-term strength of our social fabric. Although Silicon Valley offers tremendous opportunities for rewarding work and a satisfying quality of life, pockets of poverty exist amidst Silicon Valley's prosperity.

> **"I VALUE THE DIVERSITY OF CULTURES AND PEOPLE IN SILICON VALLEY."**
>
> *Nancy Smith,*
> *Survey Respondent,*
> *Sunnyvale*

Dana Grover Photography

Our Societal Challenges

PARENTING CHALLENGES EXACERBATED BY DEMANDS OF SILICON VALLEY LIFESTYLE

Parenting challenges in Silicon Valley are exacerbated by the economic need for two parents to work, long work and commute hours, distance from extended family networks and increased numbers of single-parent households. Fully 64% of children ages 6-13 live in households where both parents work or a single parent works. National demographic trends will complicate life for many parents in years ahead as more and more people find themselves caring for both children and aging parents.

The availability and quality of childcare and eldercare will increasingly be a critical issue for the Valley. Welfare reform is placing additional demands on the child-care system, already constrained by class-size reduction efforts that has made space for childcare facilities hard to find. The availability of infant care, instructional preschool care and after school care is an important issue affecting the health and safety of children and their readiness for learning. Demand for elder care and senior services is expected to grow as the population ages. Its availability will determine the quality of life for many of the elderly and their families in decades ahead.

Pat Kirk Photography

ACCESS TO OPPORTUNITY IS LIMITED FOR A SIGNIFICANT NUMBER OF RESIDENTS

To maintain income mobility and to stem growth in income inequality, people need access to jobs with advancement potential. Three key barriers prevent people from accessing and moving up "job ladders":

- *Skills:*   not having the right skills.
- *Distance:*   not being able to get to work or training.
- *Networks:*   not being connected to people who can facilitate access to jobs with advancement potential.
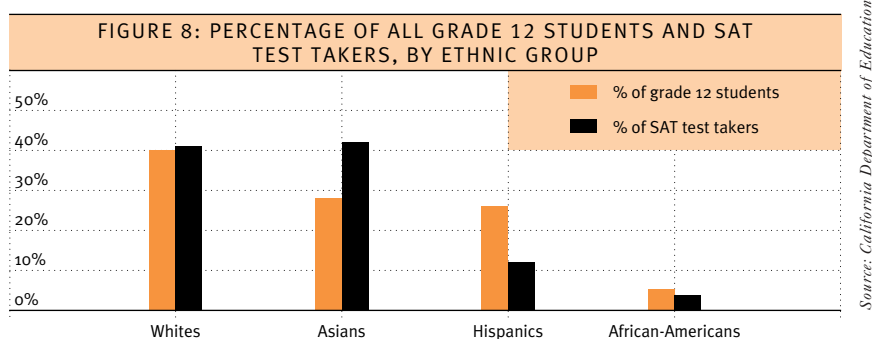
Skills: There is a growing mismatch between the requirements of the changing economy and the skills of many residents. A high and growing share of jobs in Silicon Valley require education beyond high school. For example, a 1997 survey of the 50 fastest-growing technology companies in Silicon Valley found that some college education is required for 52% of manufacturing positions and 73% of administrative support staff. Students who fail to complete high school face severely limited employment prospects in our region.

The Valley has outstanding local institutions of higher education – universities, community colleges and private training institutions. Yet the quality of our K-12 education systems is highly inconsistent. Several school districts are top performers in the state. Nonetheless, students at a significant number of schools are not meeting standards. In fact, less than half of Silicon Valley students achieve proficiency in basic skills. Under-performing schools are characterized by high drop-out rates and very low percentages of students moving on to post-secondary education.

Figure 8 compares the level of participation among the grade 12 population of different ethnic groups in taking the SAT (Scholastic Achievement Test), an indication of whether students are planning to continue their education upon graduation.

FIGURE 8: PERCENTAGE OF ALL GRADE 12 STUDENTS AND SAT TEST TAKERS, BY ETHNIC GROUP

Source: California Department of Education

Distance: A second barrier to jobs with potential for advancement is transportation to work and training sites. Silicon Valley's public transportation system is not regionally integrated and is limited in scope. It operates infrequently in the evenings and on weekends, so that people without cars cannot get to work sites, especially swing and evening shift work. Absent transportation, the only jobs available to residents of low-income neighborhoods are jobs in nearby service and retail businesses or in-home work. This is a particular barrier to people living in San Jose's East Side and in East Palo Alto, and to young people.

Networks: People in certain communities and neighborhoods have especially limited access to the personal relationships that lead to job opportunities. People who are less-educated or non-native English speakers face tremendous social barriers to accessing jobs in the dynamic, export-oriented sectors of Silicon Valley's economy. Latinos and other new immigrant populations do have strong social networks that help them get jobs, but these jobs are often in personal services, agriculture or retail sectors, which are lower-paying occupations that do not have "career ladders" for advancement.

Children Under 5 Living in Poverty

Source: 1990 census

PEOPLE LIVING IN CITIES OR NEIGHBORHOODS OF CONCENTRATED POVERTY FACE COMPOUNDING SOCIAL ISSUES

Areas where poverty is geographically concentrated also suffer high rates of crime and school drop-outs, and poor access to health care. In some areas, nearly 30 percent of children under age 5 are growing up in zones of concentrated poverty.
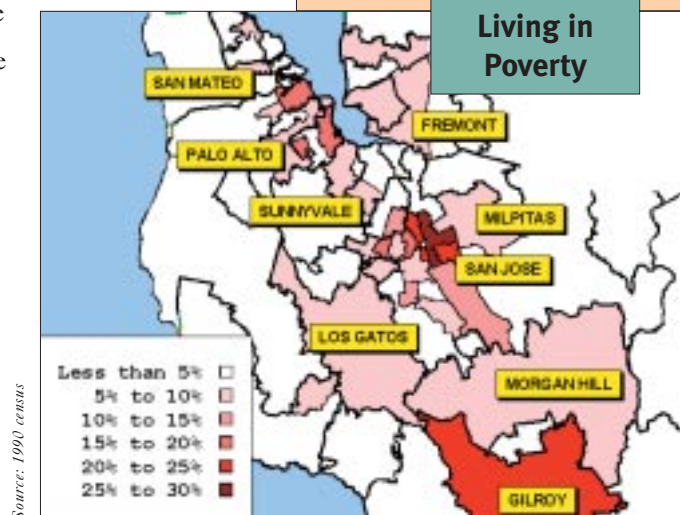
For families in these communities, the common challenges of daily life are exacerbated by economic stress, household and neighborhood violence, overcrowding and isolation. Accessing support networks is particularly important for people living in poverty.

Research shows that increasing income inequality is a factor undermining community cohesiveness and economic success. Regional growth and poverty alleviation are ultimately linked; the poor need regional growth to escape poverty, and the region needs poverty reduction to sustain economic vitality and to strengthen the community.

Five Goals with Progress Measures for an Inclusive Society in 2010

Dana Grover Photography

GOAL #10. EDUCATION AS A BRIDGE TO OPPORTUNITY.
ALL STUDENTS GAIN KNOWLEDGE AND LIFE SKILLS REQUIRED TO SUCCEED IN THE GLOBAL ECONOMY AND SOCIETY.

Strong basic education is fundamental, especially in a region like Silicon Valley, where opportunity is increasingly available to those who can learn and apply knowledge in the workplace.

Progress Measures for Education as Bridge to Opportunity:

- *Assessment of children's readiness for kindergarten.* Early childhood education is a critical factor in school-preparedness and retention.
- *Percentage of students reading at or above grade level at the end of third grade.* Research shows that students who do not achieve reading mastery by end of third grade are at risk of falling behind in school.
- *Percentage of students completing Algebra I by 10th grade.* Algebra I is important preparation for post-secondary education and for students entering the workforce after high school.
- *Share of seniors who have completed high school courses required for UC/CSU entrance.* Completion of basic college preparatory courses in an indication of readiness for college level work.

GOAL #11. TRANSPORTATION CHOICES.
WE OVERCOME TRANSPORTATION BARRIERS TO EMPLOYMENT AND INCREASE MOBILITY BY INVESTING IN AN INTEGRATED, ACCESSIBLE REGIONAL TRANSPORTATION SYSTEM AND OTHER ALTERNATIVES TO DRIVING ALONE.

To be able to absorb additional job and population growth and to connect the working poor to employment opportunities, Silicon Valley needs a regional transportation system that can move people and goods quickly and efficiently.

Progress Measures for Transportation Choices:

- *Transit ridership and service hours.* Measures use of transit, and the accessibility of our regional public transportation system.
- *Percentage of people using alternatives to driving alone.* Alternatives include carpooling, biking, walking and telecommuting.

GOAL #12. HEALTHY PEOPLE.
ALL PEOPLE HAVE ACCESS TO HIGH QUALITY, AFFORDABLE HEALTH CARE THAT FOCUSES ON DISEASE- AND ILLNESS-PREVENTION.

Our region takes responsibility for ensuring basic health care for all, knowing this will result in greater productivity and learning, and reduced health care costs in the long-term. Health care clinics are accessible in neighborhoods and major medical facilities are accessible via public transportation.

Progress Measures for Healthy People:

- *Health statistics for low-income areas, compared to those of Silicon Valley overall and to the state (deaths due to coronary heart disease, low birthweight infants, child immunization rates).*

Poor health outcomes are highly correlated with poverty. Disaggregating the health data will help uncover areas of need and allow progress to be monitored in at-risk populations.

- *Percentage covered by employer, public or private insurance.* Lack of insurance coverage is a primary barrier to receiving adequate, preventive health care.

GOAL #13. SAFE PLACES.
ALL PEOPLE ARE SAFE IN THEIR HOMES, WORKPLACES, SCHOOLS AND NEIGHBORHOODS.

Personal safety is a fundamental human right and basic factor in determining our quality of life. Domestic violence, youth-on-youth crime and other rising crime rates must be monitored closely and resources dedicated to their prevention.

Progress Measure for Safe Places:

- *Crime rate per 100,000 and measure of geographic disparity.* Crime has high societal costs and significantly detracts from community life.

GOAL #14. ARTS AND CULTURE THAT BINDS COMMUNITY.
ARTS AND CULTURAL ACTIVITIES REACH, LINK AND CELEBRATE THE DIVERSE COMMUNITIES OF OUR REGION.

Through the fine arts and varied cultural activities, Silicon Valley people celebrate both their differences and their common human experience. All children and adults are exposed to world-class arts and culture. Youth grow up valuing the arts and diverse culture. The visual arts in particular are increasingly important in the media and software industries. Creative people are crucial to an economy based on innovation.

Progress Measure for Arts and Culture that Binds Community

- *Community participation in arts activities, analyzed to reflect our region's diversity.*
  Measures the extent that arts and cultural activities are reaching diverse populations.
- *Public and private resources directed to support school arts programs and education in public schools.*
  Measures the level of investment in arts programs.

By pursuing these five goals, Silicon Valley will become a more inclusive society in which all people have the chance to take advantage of Silicon Valley's distinct opportunities for living, working, learning and growing. By establishing and connecting networks and tapping our entrepreneurial spirit, more people will have access to the support they need to improve their lives. Sustainability requires a society that grows together, not apart..

Pat Kirk Photography

"A VALLEY WHERE EDUCATION THRIVES, WHERE THE ARTS FLOURISH, WHERE COMMUNITIES ARE LINKED BY MANY AND EASY TRANSPORTATION OPTIONS, AND WHERE BUSINESS, GOVERNMENT AND SOCIAL LEADERS ARE FULL AND EQUAL PARTNERS IN THE FUTURE."

David Coulter,
President, BankAmerica

Perspectives on Society

GROWING TOGETHER

Professor Manuel Pastor of the University of California-Santa Cruz has found that a strong economy is a prerequisite to addressing problems of persistent poverty and neighborhood decline. When a nation or region remains gripped by recession, little attention and few dollars are devoted to the problems of the inner city. Nevertheless, the resurgence of the economy is not in and of itself sufficient to guarantee that all residents will be better off.

The central lesson is that including low-income communities in plans for regional development works to the benefit of both the poor and the region. Advocates for such communities cannot afford to be absent from regional decision-making, particularly given the important impacts regional economic trends have on their constituencies. At the same time, the business and middle classes of the region cannot afford to ignore low-income communities and their aspirations.

Regional Stewardship 2010

Our Regional Stewardship Develops Shared Solutions.

Our Stewardship Strengths

The benefit of being in an entrepreneurial environment like Silicon Valley is that people know how to use their professional and personal networks to solve problems. There are numerous examples of voluntary, collaborative efforts to improve our region's economic vitality and quality of life. Recent examples include:

- Community organizations in and around East Palo Alto joined their financial and staff resources to stem rising crime through police and neighborhood action.
- Numerous Santa Clara County nonprofits and healthcare providers joined together to increase the rate of childhood immunization well-above national targets.
- Businesses and schools collaborated through Smart Schools NetDay to increase dramatically the percentage of schools with high-speed connection to the Internet.
- Measures A & B brought together a broad coalition of business, government, environmental and community interests to support a half-cent sales tax for transportation improvements in Santa Clara County.

In addition to local government, Valley businesses, neighborhood groups and nonprofit organizations play important roles in guiding the health of our region's many communities.

V Our Stewardship Challenges

David Wakely Photography

INDEPENDENT DECISION-MAKING CAN LEAD TO REGIONAL PROBLEMS

Silicon Valley is a region of nearly 30 distinct communities, four counties and numerous regional regulatory agencies that make decisions based on their own priorities. Sometimes, by doing what is best for themselves in the short-term, businesses, cities, neighborhoods and community-based organizations create problems for the Silicon Valley region in the long-term.

Silicon Valley's long-term, systemic imbalance between jobs and housing units is a powerful example of the downside of independent decision-making. Land-use planning is decentralized to the community level; there is no integration of local plans. Our region does not have a regional geographic information system (GIS) linked to land parcels that could be a basis for understanding the aggregate effect of local land use plans on our region. In the long run, a dysfunctional region will undermine the quality of life in all neighborhoods and communities.

LOCAL CONTROL OVER LOCAL SPENDING PRIORITIES HAS ERODED

Through state ballot measures, court decisions, and actions of the state legislature, multiple restrictions have been placed on how local jurisdictions can raise and spend money. They also face a very unstable fiscal base; this base does not grow in line with population and the economy and can be affected by actions of the state legislature. This situation undermines the ability of local governments to provide important services, including criminal justice, health care, education and human services.

CALIFORNIA'S STATE TAX AND FISCAL SYSTEM DISCOURAGES BALANCED, SUSTAINABLE LAND USE

California's post-Proposition 13 tax and fiscal structure increases the attractiveness to cities of building sales tax generating commercial activity rather than residential development. New housing is typically a money-loser for local budgets; the additional cost to provide public services to new homes is not covered by the property taxes they generate. Property taxes are controlled by Sacramento and go to state priorities (e.g. guaranteeing funds for K-12 education, alleviating state budget shortfalls) before a portion of property tax revenue is returned to local communities for local purposes. Sales tax is one of the few local government revenue streams that can grow, which makes budget considerations important factors in land use planning.

Three Goals with Progress Measures for Regional Stewardship in 2010

Stewardship means that residents, businesses, governments, educational institutions, nonprofits, and faith organizations will share responsibility for solutions and outcomes. People and organizations will break down barriers and work across boundaries – institutional, geographic or political – to achieve the common good. In this way, Silicon Valley becomes a region that sets and achieves its goals – a region that works, and works together to achieve a shared vision for its future.

GOAL #15. CIVIC ENGAGEMENT.
ALL RESIDENTS, BUSINESS PEOPLE AND ELECTED OFFICIALS THINK REGIONALLY, SHARE RESPONSIBILITY, AND TAKE ACTION ON BEHALF OF OUR REGION'S FUTURE.

All Silicon Valley residents act as stewards of our region. As they engage on community and neighborhood issues, they consider the impact their decisions have on our region. Local decision-making is informed and strengthened by regional priorities. Elected officials and citizens understand the benefits to neighborhoods and communities of a sustainable region.

Progress Measures for Civic Engagement:

- *Measure of regional thinking.*   This indicates to what extent people identify with the broader region, in addition to their neighborhood and city.
- *Perception of how well people are working together to improve Silicon Valley.*   This indicates to what extent people feel our community is operating collaboratively.
- *Percentage of residents who participate in civic organizations and public discussion.*   Participation and engagement in public dialogue indicates the level of social capital in a region.
- *Voter registration and participation in local elections.*   This measures political involvement and will be broken down to reflect our region's diversity.
- *Number of business leaders serving on local nonprofit boards.*   This indicates the diversity of social networks and is an example of boundary crossing behavior.
- *Per capita and per employee giving to nonprofits and the level of volunteerism.*   Reinvestment in our community is an important measure of civic engagement and the long-term vitality of the region's nonprofit sector.

GOAL #16. TRANSCENDING BOUNDARIES.
LOCAL COMMUNITIES AND REGIONAL AUTHORITIES COORDINATE TRANSPORTATION AND LAND USE PLANNING FOR THE BENEFIT OF EVERYBODY. CITY, COUNTY AND REGIONAL PLANS, WHEN VIEWED TOGETHER, ADD UP TO A SUSTAINABLE REGION.

Local jurisdictions are called upon to extend themselves into unprecedented levels of information sharing and cooperative planning around regional priorities such as housing, traffic congestion and land recycling.

Progress Measures for Transcending Boundaries:

- *Number of interjurisdictional partnerships in transportation and land use.*   Determines whether increasingly significant collaboration occurs between jurisdictions.
- *Evidence that cities develop and use a common information system for land use and transportation planning.*   An indication of whether meaningful information sharing across jurisdictions can occur.

GOAL #17. MATCHING RESOURCES WITH RESPONSIBILITY. VALLEY CITIES, COUNTIES AND OTHER PUBLIC AGENCIES HAVE RELIABLE, SUFFICIENT REVENUE TO PROVIDE BASIC LOCAL AND REGIONAL PUBLIC SERVICES.

The fiscal system must support long-term regional needs such as increasing housing availability. Communities have the resources to provide quality services and infrastructure to support population and employment growth.

Progress Measure for Matching Resources with Responsibility:

■ *Growth in local government revenue compared to growth in jobs, population and inflation. Growth in capital expenditures compared to growth in jobs, population, and inflation.* To maintain service levels and support new people and companies, growth in local tax base and capital expeditures must generally keep up with economic growth.

■ *Measure of local control over revenue sources that fund local services.* Measures the financial independence of cities and counties in the region and the reliability of their revenue for local services.

Silicon Valley's complexity creates a great temptation to isolate oneself and look inward. In fact, in a region as complex and interdependent as Silicon Valley, real progress comes from working together. Only through collaboration will we develop the broad-based consensus and political influence necessary to address regional issues.

Perspectives on Regional Stewardship

THE ROLE OF BOUNDARY CROSSERS

In the 1997 book, **"Boundary Crossers: Community Leadership for the Global Age,"** John W. Gardner provides insight on the importance of "networks of responsibles":

> The key is to get people talking and working together across boundary lines that traditionally divide and diminish a community – people from government, corporations, social agencies, ethnic groups, unions, neighborhoods and so on. These people have usually had little experience in talking with one another, much less collaborating. We found that building healthy communities is less about structure and more about building relationships.

> What we need, and what seems to be emerging in some of our communities is something new – "networks of responsibility" – drawn from all segments coming together to create wholeness that incorporates diversity. The participants must come to be at home with change and exhibit a measure of shared values, a sense of mutual obligation, and trust. Above all, they must develop a sense of responsibility for the future of the whole city and region.

Next Steps

Next Steps

A Model for Regional Stewardship

The visioning process convened by Joint Venture: Silicon Valley Network and conducted by the 27-member Vision Leadership Team can serve as a model for future initiatives bringing our region together. First, it was grounded in what people value, defining a common ground that facilitates understanding and trust. It was inclusive, involving thousands of residents in meaningful ways to share their concerns and hopes for the future. It engaged leaders representative of our region's diversity and people who can influence important stakeholders.

High quality information and meeting tools were provided to facilitate understanding and communication. And ultimately, the visioning process focused on a tangible outcome – a set of goals and progress measures that can be used to track progress toward realizing the vision in Joint Venture's annual *Index of Silicon Valley*.

Although leading public- and private-sector organizations are tackling specific issues on a regional level, there is no mechanism for consistently addressing regional issues and the interdependencies between them, as with housing, land-use and traffic congestion. 2010 participants from throughout Silicon Valley – from San Mateo to Gilroy to Fremont – consistently listed better coordination of regional efforts as critically important to our region's future. Our Vision Leadership Team is committed to supporting the expansion of regional dialogue and problem solving and recommends three critical next steps:

- *Gain Public Commitments.* Business, government, education, nonprofit, faith and service based organizations throughout Silicon Valley should pass "Resolutions of Commitment" to the broad vision and to working on regional solutions. This vision represents an opportunity to share information and encourage organizations to make a broad commitment to incorporate regional thinking into their planning and decision making.
- *Catalyze Action.* Establish a regional Civic Network that can bring people and organizations together to advocate for the health and vitality of the entire region. The presence of a Civic Network in Silicon Valley can be an ongoing mechanism to support regional stewardship. It can involve people and organizations in developing regional solutions, developing trust and understanding across an incredibly diverse region. It can hold leaders accountable for taking issues that cross political boundaries into consideration.
- *Measure Progress.* To gain a full understanding of how our community is progressing economically, environmentally and socially, the progress measures suggested in this vision need to be assessed on an annual basis. Progress measures are often imperfect surrogates for what one really wants to measure; therefore, it is important to look at them in combination. Taken together, they can tell us whether we are growing together more sustainably and whether we are becoming better stewards of our region. Joint Venture: Silicon Valley Network will provide data on these progress measures annually in its *Index of Silicon Valley*.

Our Vision Leadership Team believes that pursuing these three "next steps" will place us solidly on the path of regional stewardship, where everybody takes responsibility for our economic, environmental and social well-being.

Appendices

Appendices

APPENDICES

APPENDIX A: CHARGE FROM THE JOINT VENTURE: SILICON VALLEY NETWORK BOARD OF DIRECTORS TO THE VISION LEADERSHIP TEAM

Adopted June 1997
CREATING A SUSTAINABLE SILICON VALLEY
A Collaborative Process to Create a Vision, Benchmarks and Commitments to Action

OVERVIEW

Joint Venture: Silicon Valley Network will serve as convenor for a collaborative process that creates a vision for 2010 in Silicon Valley. Today's economic prosperity has created challenges for the region, but it also provides an excellent time to design our future. We believe that without a unifying vision and goals, efforts to improve our region's economic vitality and quality of life will be diluted and dispersed. We believe that measuring matters. Therefore, this vision will include measurable benchmarks and shared commitments for creating a sustainable region.

This workplan outlines the proposed structure of this process. The process is designed to answer the following questions:

Vision and Benchmarks
What is a valid vision for a sustainable region we call Silicon Valley?
What are the elements of that vision?
What values and principles underlie the vision?
What quantitative benchmarks can be set to measure success in reaching the elements of the vision? What will success look like?

Commitments and Action
What commitments can be made by Joint Venture and other organizations to achieve the benchmarks?
What will be different as a result of the process?
How will the process and the results be communicated?

VISION LEADERSHIP TEAM

A key ingredient to the success of this effort will be leadership from people in business, government, education and community organizations. We propose a dedicated team of 20 civic entrepreneurs, led by co-chairs from the private and public sectors, who take responsibility for developing the vision. We suggest naming this group the Vision Leadership Team (VLT). The Joint Venture Board will charge the Vision Leadership Team with: "creating a shared vision of a sustainable Silicon Valley by incorporating a rich set of inputs from the community and experts."

The Vision Leadership Team will be accountable to and receive support from Joint Venture. The team will be assisted by a Joint Venture staff person, researchers and facilitators. Throughout the process, the team will be expected to get broad and deep input from the community and access "best practice" experts and research. Surveys and focus groups may be utilized. A draft vision will go to the community via such activities as an electronic townhall and community forums.

The following roles are envisioned for the Joint Venture Board and the Vision Leadership Team:

Joint Venture Board

- Serve as visible convenor
- Define general charge to Vision Leadership Team
- Define timeline for deliverables and check-in points
- Participate in periodic review of process, findings and conclusions
- Provide resources
- Communication

Vision Leadership Team

- Finalize workplan
- Assure broad and deep community input
- Access expertise
- Develop integrated framework
- Produce vision with integrated elements and quantitative benchmarks
- Test vision with community and revise as required
- Deliver written product to Joint Venture Board and community

COMPOSITION OF THE VISION LEADERSHIP TEAM

The first step is recruiting the right group of leaders for the Vision Leadership Team. The following criteria are being used for selecting the 18- to 22-person team:

Group Composition
1/3 citizens who have served Joint Venture as champions or board members
2/3 other citizens who have not previously participated with Joint Venture

Individual Attributes

- Be visionary, courageous and have a tolerance for ambiguity during the process
- Provide credible, collaborative leadership that brings diverse parties to the table to identify common ground and take joint action
- Have strong process orientation and an ability to listen and integrate information and viewpoints
- Be civic entrepreneurs from diverse professional, ethnic, political, geographical, age, gender and economic communities
- Participate with concern for the Valley ahead of personal or special interests
- See opportunity in the new economy: understand the new economic realities – global, fast-changing and networked – and act on an optimistic vision of how the community can be successful in the new century
- Be motivated by broad, enlightened long-term interest and is involved in the community
- Have an ability to work in teams to help the communities move forward

APPENDIX B: EXECUTIVE SUMMARY OF RESIDENT QUESTIONNAIRES

"WHAT DO YOU VALUE ABOUT SILICON VALLEY?"

I. BACKGROUND AND METHODOLOGY

Acting on the belief that a shared vision for the future must be built upon broadly shared values, the Vision Leadership Team (VLT) endeavored to understand what people value about Silicon Valley as a place to live and work. By distributing an open-ended questionnaire, the VLT was able to develop initial findings to guide its further research.

The questionnaires were distributed to diverse groups and organizations (see page 49) at regularly scheduled meetings. The largest number of responses came from people who read the questionnaire in the editorial pages of the San Jose Mercury News. The questions were also posted on Joint Venture's web site.

The questions asked on the survey were:
1. What do you value about Silicon Valley as a place to live and work?
2. What do you most fear about the Valley's future?
3. Describe your desired future for Silicon Valley.

The following report provides a summary of the 319 total responses received between September 1997 and June 1998. Responses for each of the three questions were categorized by theme and the number of mentions for each theme were tallied. Representative quotes from survey respondents are also provided in an effort to convey the depth of some of the input received. Joint Venture project manager Sharon Huntsman, intern Elizabeth Pianca and volunteer Berry DeWaele contributed to this report.

II. SUMMARY DATA

Theme	Total Number of Mentions

#1. What do you value about Silicon Valley as a place to live and work?

Theme	
Environmental Assets (ocean, bay, mountains, redwoods)	102
Weather/Climate	101
Diversity (Cultural and Intellectual)	97
Creativity/Innovation/Entrepreneurship	68
Economic Opportunity/Good Paying Jobs	37
Technological Leadership/On the Cutting Edge of Change in the World	35
Quality of Higher Education Institution	32
Unlimited Opportunities (personal and professional)	31
Leisure/Cultural Activities	27
Intellectual Capital/Knowledge Base	21
Small-Town Feel	14
Egalitarian/Collaborative Spirit	13
Business to Business Infrastructure	9
Proximity to San Francisco/North Coast	9
Flexible Work Environments	9
Low Crime Rate	9
History of Area/Tradition of "Old" California	8
Opportunities for Community Involvement/Volunteerism	7
Proximity to Airports/Rail/Freeways	4
Political Leadership	3
International Perspective	3
Respect for Young Contributors	3
Prominence of Women	2

Theme	Total Number of Mentions

#2. What do you most fear about the Valley's future?

Theme	
Traffic/Long Commute Times	130
Lack of Affordable Housing	58
Greater Disparity between Rich and Poor	57
Overcrowding	48
Degradation of the Natural Environment	34
Declining Quality of Schools (K-12)	33
Increasing Cost of Living	26
Escalating Real Estate (commercial/residential)	26
Increasing Crime	25
Poor Air Quality	25
Sprawling Land Use Patterns	17
Lack of Community Investment	17
High-Strung Pace of Life	17
Exodus of Intellectual Capital	16
Growing Racial Divisions	10
Lack of Opportunities for Children	9
Another Recession	8
Deterioration of Physical Infrastructure	7
Pollution/Environmental Deterioration	7
Limited Personnel Availability/Manpower	6
Earthquakes	5
Uncontrolled Growth (Physical and Economic)	4
Absence of Long-Term Planning	3
Loss of Civility	3
Declining Public Services	2

#3. Describe your desired future for Silicon Valley.

Theme	
Efficient Transportation System	99
Affordable Housing	59
Superior Educational System (all levels)	59
Increased Social Investment (family, community)	52
Preservation of the Natural Environment	45
Cultural/Ethnic/Socio-Economic Harmony	37
Maintain Status as Leading High-Tech Region	27
Control of Population Growth	25
Private/Public Collaboration	22
Continuing Vitality of the Business Environment	20
Infrastructure Investment (trails, paths, recreation centers)	17
Good Place to Raise Family (safe neighborhoods)	14
Remain Mecca of Innovation (nurture intellectual capital)	14
Regional Land Use Planning	10
Build Fine Arts Center	7
Maintain Suburban Atmosphere	4
Universal Access to Health Care	4
Alternative Working Environments (telecommuting)	1

III. REPRESENTATIVE QUOTES

#1. What do you value about Silicon Valley as a place to live and work?

"The individual qualities of cities (or sections of cities). For instance, Cupertino has De Anza College with its interesting architecture, varied activities and a pleasant park. Downtown Los Gatos has many shops, a small town ambiance."

"Open, accepting of risk and change. Accept you for your contribution more than who or where you are from or your heritage. Diversity of community and thought."

"The intellectual and creative energy that drives business and social change challenging the individual and the world to a continual higher standard of excellence."

"The city benefits without city problems."

"I also value our political leadership in San Jose, in that we have a good relationship with Washington, D.C., and our successes here have become national models."

"There are also numerous opportunities for anyone who wants to work hard. The sky is the limit. It is a good place for women to work. It is also cool for kids to be smart in Silicon Valley."

"The hills, trees, the inverted bowl of clear, charismatic cloud-swashed sky."

"It is a young, adolescent place, as opposed to the old, dying cities back East abandoned and sacrificed by a frightened, guilt-ridden America. We can mold and bend a young thing."

"The Valley has welcomed people from around the country and the planet in ever greater numbers for decades and has thrived. People in the valley solve small problems quickly."

"Things happen here first."

"People come to Silicon Valley from all over the world to live the American Dream."

"Diverse, talented people, at least some of whom are radically (literally, of the 'root') questioning conventional thinking and acting to consciously evolve towards something better."

#2. What do you most fear about the Valley's future?

"A self-satisfied, 'I've-got-mine' attitude."

"Turning the Valley into a 'high-tech' New York, having all the big city problems (crime, pollution, etc.) with a glossy facade. Creating a pressure-cooked environment that brings out the worst in people (rather than the best, as it is right now)."

"The failure to plan and invest adequately for the future will create a long-term loss of the Valley's core strengths and self-sufficiency."

"Highs are high, lows are low and cycles are rapid."

"Added responsibilities placed on governmental entities along with higher expectations, while reducing flexibility and resources."

"The loss of open space that is left natural. Golf courses don't count as open space."

"The dismal future we are heading to is an inadequate labor force due to our poor education system, overcrowded streets making it a nuisance to get anywhere and housing costs chasing people to the suburbs, escalating the traffic dilemma."

"Growth! Growth of population, with increasing demands on the environment of the region, leading to more pollution, gridlock and an increasing loss of quality of life. We must redefine growth."

"Prices are sky high. Unless you make a large wage, you cannot live here. And if we have only the Managers and Vice Presidents living here, who will do the everyday jobs and where will the children come from that will become future leaders?"

"Raising my daughters in crime-ridden cities, in cities without common or concrete values."

"The fact that high-density development is not attractive to families."

"Expansion of poor attitude of business to their employees – 'use 'em then lose 'em.'"

"The LACK of vision for the future."

"I'm outta here next month. I could never pay off my house here, afford the taxes in retirement or enjoy weekends away at the escalating cost. I will have a small paid-off house in Montana and live simply. Goodbye EC Gas, bilingual ballots, smog tests, lawyers and politicians. I'll be living on Moose Meadow Lane if that tells you anything about my neighbors."

#3. Describe your desired future for Silicon Valley.

"Business, residents and government working in harmony to proactively resolve problems and make the area a national example for quality of lifestyle and dynamic business environment."

"The Valley becomes the first 21st Century City that exemplifies the benefits of embracing innovation and technology. The Valley as the center of gravity for the world economy."

"Elimination or reduction of underclass."

"Preserve and grow the Valley's unique trial and error learning environment."

"Silicon Valley is the place my family and children choose to live, not a major compromise, but first choice."

"No growth in agricultural areas – subsidies for those who continue to farm or ranch."

"Additional growth accommodated by strategically increasing densities around major transportation facilities. Jobs concentrated in transit oriented developments with increased densities, especially in the key downtown cores."

"Affordable housing for all those who desire it. Corporate supported programs to assist first-time home buyers."

"A future where I can stay here and not be forced to move due to economics."

"I wish there was room in this great setting for all who would like to live here. There isn't. Can we live with that (dare I say the word) 'limit,' and still move forward? Yes, we can."

"Create a collaborative land use plan that allows each community to create its own identity without having to compensate for sales tax dollars. This means revising our revenue sharing to provide the proper land use incentives instead of allowing developers to pit one city against the other."

"Every Corporation that operates in Silicon Valley should as a matter of policy adopt the principle of improving the conditions in the area they operate in."

"More support of the arts by local government."

"I suggest we plan a highly publicized 3-day FREE ride period soon on appropriate inter-city public transit to acquaint our California drivers with another way of getting from here to there!"

IV. QUESTIONNAIRE RESPONDENTS

Surveys were returned from individuals from the following groups and organizations:

Council to the Co-Chairs (a focus group of chief executive officers and senior managers)
Public Relations Society of Silicon Valley
Joint Venture Healthy Community – Healthy Economy initiative board and participants
Advisory Group to Vision Leadership Team
Board of Directors, Joint Venture: Silicon Valley Network
Local elected officials in Silicon Valley
Joint Venture Economic Prosperity Council and Council on Tax & Fiscal Policy
Silicon Valley Technology Fast 50 chief executive officers
City Managers of Silicon Valley cities
Board of Directors, Santa Clara Valley Transportation Authority
Stanford University Alumni Association
San Jose Mercury News, responses to editorial
School Superintendents and School Board Members
San Jose Rotary Club
Joint Venture's Challenge 2000 K-12 education initiative team leaders

APPENDIX C: EXECUTIVE SUMMARY OF FOCUS GROUPS

I. INTRODUCTION

Project Background

To further explore what residents value, fear and desire for Silicon Valley's future, a series of focus groups were conducted throughout the region to engage community members in a dialogue with their peers. Independent consulting firm MIG, Inc., conducted the focus groups. The objectives of the focus groups were to:

■ Ensure that the Silicon Valley 2010 vision will be inclusive in reflecting the values, fears and desires of a broad cross section of the Silicon Valley population

■ Increase public awareness of the Silicon Valley 2010 project

■ Begin to develop community networks for sustaining a dialogue about the future of the region

Methodology

The focus group process was designed to sample opinions from the following groups:

■ African Americans
■ Asian Indian Americans
■ Chinese Americans
■ Environmental Groups
■ General Community
■ Hispanic Americans
■ Interfaith Group Religious Leaders

■ Japanese Americans
■ Lower-Income Residents
■ Residents Over the Age of 55
■ South County Residents
■ Vietnamese Americans
■ Young Professionals (age 20-35)
■ Youth (age 11-18)

While not intended to represent a statistically valid sampling of these communities, efforts were made to ensure the broadest possible representation. Recruitment of participants was achieved through contacts with community organizations, generated lists of registered voters who were randomly selected and referrals from local jurisdictions.

ORGANIZATIONAL AFFILIATIONS OF FOCUS GROUP PARTICIPANTS

African Methodist Episcopal Church	Interfaith Group Institute
Afro-American Center	Jain Center of Northern California
Alpha Phi Alpha	Japanese American Chamber of Commerce
American Baptist Churches	Japanese American Citizens League
Asian Law Alliance	Mexican-American Community Services
California Native Plant Society	Agency
Chardi Kalaa Sikh Community Center	Morgan Hill Planning Commission
Chicano Teatro de los Pobres	100 Black Women
Chimmaya Mission, San Jose	Organization of Chinese Americans
Chinese Americans Chamber of Commerce	Peninsula Conservation Center
Chinese Americans Citizens League	Redwood City Senior Center
Chinese Americans Voters Alliance	Santa Clara County Black Chamber of
Chinese Historical, Cultural Project	Commerce
City of San Jose	Santa Clara County Open Space Authority
CLEAN South Bay	Sierra Club
Collaborative Economics	Silicon Valley Chinese Engineers Association
Council of Churches of Santa Clara County	Silicon Valley Environmental Partnership
East Palo Alto Community and Neighborhood	Silicon Valley Indian Professionals Association
Development Organization	South Bay Association of Black Social Workers
East Palo Alto General Plan Advisory	South Bay Black Nurses
Committee	South County Residents Housing
East Palo Alto Historical and Agricultural	Stanford University
Society	The Tech Museum of Innovation
Gilroy Planning Commission	USA/Cuba InfoMed
Greenbelt Alliance	University of California
Holy Redeemer Lutheran Church	Vietnamese Americans Chamber of Commerce
Indian Business & Professional Women	Vietnamese Cultural Heritage Garden
The Indus Entrepreneurs	Visa International

157 people attended the 14 focus group sessions, which asked for responses and dialogue on three central questions:

- *What do you value most about Silicon Valley as a place to live and work?*
- *What do you most fear about the Valley's future?*
- *How would you describe your desired future for Silicon Valley.*

A comment sheet provided participants with the opportunity to write down their thoughts before responding verbally. The discussions were facilitated and recorded graphically on large wall graphics (see sample on page 54). The overall findings from the focus groups are presented in the following section.

In addition to this process, one focus group of teenage residents from throughout Silicon Valley was invited to develop multimedia presentations depicting their vision for the future of Silicon Valley. These participants worked in teams to create 2- to 5-minute presentations about an issue of particular concern to them. Subjects ranged from the future of the region's schools to illegal drug use to the natural environment and race relations. Students shared their "digital visions" with members of the Vision Leadership Team, and the two groups engaged in a lively dialogue about the teens' concerns and hopes for the future. This youth project was conducted in partnership with the Digital Clubhouse in Sunnyvale, a non-profit organization dedicated to building community through the use of technology and the technique of digital storytelling.

II. KEY FINDINGS

The focus group sessions were lively and engaging. Participants offered a range of perspectives on the Valley's past, present and future, noting how the area has changed over time, as well as those characteristics that make this region unique among others around the country and around the globe. Despite sampling from a variety of age groups, income levels, geographic locations, education levels and affinity groups, there was a significant amount of concurrence across focus groups on what participants value about the Valley, what they fear and what they desire for the future. There were, however, issues that were more important to a single group, or groups with common traits. These points illustrate concerns that were more relevant to certain groups. This section high-

lights those common themes and also identifies areas where certain focus groups' perceptions diverged from others. Following each theme, there is a list of groups in which the point was raised.

COMMON THEMES

WHAT PARTICIPANTS VALUE ABOUT SILICON VALLEY:

People – The human resources, or social capital, of the region are valued highly. What is valued about the people of Silicon Valley is their broad-mindedness, their range of interests, their social consciousness, their innovation, their entrepreneurship and their involvement in community life.

African Americans, Asian Indian Americans, Chinese Americans, Environmental Groups, General Community, Hispanic Americans, Japanese Americans, Lower-Income, Residents Over the Age of 55

Environment – The beauty of the natural landscape, the temperate climate and the quality of natural resources, especially air and water, are significant assets of the region. This was mentioned by almost every group.

African Americans, Asian Indian Americans, Chinese Americans, Environmental Groups, General Community, Hispanic Americans, Japanese Americans, Lower-Income, Residents Over the Age of 55, South County Residents

Cultural Diversity – Participants valued the "cosmopolitanism" and the rich social fabric provided by a culturally diverse population.

African Americans, Asian Indian Americans, Chinese Americans, Environmental Groups, General Community, Hispanic Americans, Interfaith Group, Japanese Americans, Lower-Income, Residents Over the Age of 55, South County Residents, Young Professionals, Youth

Entrepreneurial Spirit – Focus group participants recognized the particular energy, creativity and risk-taking characteristics of Silicon Valley residents as a distinguishing and valued feature.

Environmental Groups, Japanese Americans, Lower-Income, South County Residents, Vietnamese Americans

Job Opportunities – There is an appreciation for the wide range of job opportunities available in Silicon Valley, not only in the high-tech industry, but also in a variety of industries. Having a wide range of opportunity was seen as a significant factor in maintaining a diverse population.

Chinese Americans, Environmental Groups, General Community, Hispanic Americans, Interfaith Group, South County Residents, Vietnamese Americans, Young Professionals, Youth

Educational System – Several groups discussed the value of having quality educational institutions in the Valley, especially the community colleges and universities. There was less consensus about the quality of the K-12 system, although many praised it.

African Americans, Asian Indian Americans, Chinese Americans, Environmental Groups, General Community, Hispanic Americans, Japanese Americans, Residents Over the Age of 55, Youth

Economic Vitality – Participants recognized the Valley's strong economy and its leadership position in the global high-technology marketplace.

Asian Indian Americans, Environmental Groups, General Community, Lower-Income, Vietnamese Americans

Cultural and Recreational Amenities – A number of groups mentioned the wide range of cultural and recreational opportunities available to area residents as a major asset. This was expressed in terms of both local amenities and proximity to other regional and statewide resources.

African Americans, Asian Indian Americans, Chinese Americans, Environmental Groups, General Community, Interfaith Group, Japanese Americans, Residents Over the Age of 55, South County Residents, Young Professionals, Youth

Sense of Community – Though not agreed to by all, several groups noted the "small town feeling" still present in the Valley despite its rapid urbanization. Some described this as "knowing your neighbors"; others explained this in terms of quiet, safe neighborhoods; for other groups, the sense of community identity derived from active, visible cultural organizations.

African Americans, Environmental Groups, Hispanic Americans, Interfaith Group, Lower-Income, South County Residents

WHAT PARTICIPANTS FEAR ABOUT SILICON VALLEY'S FUTURE:

Impacts of Unmanaged Growth – Participants described a number of concerns related to the impacts of future growth on the quality of life in the region. Specific fears were voiced about loss of undeveloped land, agricultural land and open space lands to development, increased traffic congestion, unmanageable demands on utility and road infrastructure, and poor air and water quality.

African Americans, Asian Indian Americans, Chinese Americans, Environmental Groups, Hispanic Americans, Random Sample, Residents Over the Age of 55, South County Residents, Vietnamese Americans, Young Professionals, Youth

Growing Disparity Between "Haves" and "Have-Nots" – Almost all of the groups articulated the fear of an increasing gap between economic classes in Silicon Valley. Some talked about the impact of this on the social fabric of communities around the region, while others spoke of this in terms of greater marginalization of low-income and minority residents.

African Americans, Asian Indian Americans, Environmental Groups, Hispanic Americans, Interfaith Group, Japanese Americans, Lower-Income, South County Residents, Youth

Loss of Civic-Mindedness – There was a concern expressed in most of the groups that the "haves" mentioned above will show less commitment to community issues and less support for public programs and services. Expressed another way, people feared in the future there would be more gated communities, greater segregation and less interest in social justice.

African Americans, Chinese Americans, Hispanic Americans, Interfaith Group, Lower-Income, Residents Over the Age of 55, South County Residents, Vietnamese Americans, Youth

Imbalance Among Work, Family and Community Involvement – There is a general belief that the demands of the workplace and the need to keep pace economically will lead to individuals having less involvement in family life and community issues.

Asian Indian Americans, Interfaith Group, Japanese Americans, South County Residents, Vietnamese Americans, Young Professionals

Lack of Diversified Economy/Job Opportunities – Many participants were concerned that the region was too dependent on the high-technology industry and that such a narrow focus would reduce the diversity of job and career opportunities.

African Americans, Asian Indian Americans, Chinese Americans, General Community, Japanese Americans, Residents Over the Age of 55

WHAT PARTICIPANTS DESCRIBE AS THEIR DESIRED FUTURE FOR THE REGION:

Diversified Economy/Increased Job Opportunities – Participants believe that greater diversity in the Silicon Valley economy will not only protect it from single-industry cycles, but will also preserve a diversity of job opportunities; hence, a diverse workforce.

African Americans, Asian Indian Americans, Chinese Americans, Environmental Groups, General Community, Interfaith Group, Japanese Americans, Lower-Income, South County Residents, Young Professionals

Balanced Lifestyle – There is a desire for individuals to balance their personal lives between work, family, friends and community. They noted that if broader society placed as much emphasis and value on family and community as corporate earnings and profitability, it would allow – even encourage – more balanced lifestyles.

African Americans, Asian Indian Americans, Hispanic Americans, Japanese Americans, Residents Over the Age of 55, Vietnamese Americans

Commitment to Quality Public Services – Several groups envisioned a future in which there is a strong commitment to providing a high level of public services, including education, healthcare and social programs.

African Americans, Chinese Americans, General Community, Hispanic Americans, Lower-Income, Residents Over the Age of 55, Vietnamese Americans, Youth

Well-Managed Growth – Participants described a future that accommodates growth in ways that protect the region's vital resources and maintain a sense of community. Ensuring housing affordability and a viable transportation system were important measures of "good" planning.

General Community, Interfaith Group, South County Residents, Young Professionals

Increased Political Involvement of Minorities – Most of the ethnic groups who participated expressed a desire that their community leaders play a more active role in the political arena. This desire for political status was not simply to ensure that their voices will be represented, but also to model their communities as politically astute and involved.

African Americans, Chinese Americans, Interfaith Group, South Asian Americans, Vietnamese Americans, Young Professionals

SAMPLE WALL GRAPHIC: HISPANIC-AMERICAN FOCUS GROUP

DIVERGENT PERSPECTIVES:

DIVERSITY

- Ethnic communities generally stressed that Silicon Valley was a welcoming place for "new immigrants" with strong immigrant communities and a wealth of opportunity. They valued the fact that hard work is rewarded and your dreams can come true. On the other hand, these immigrant groups were joined by minority groups and youth in their fear of a growing trend of intolerance.

- The Chinese, Vietnamese and Japanese groups specifically brought up the paradox that faces first- and second-generation populations. Parents are challenged by pressures to retain cultural identity in their progeny and integrate into mainstream American culture.

OPPORTUNITY

- One group who did not necessarily think Silicon Valley was the "land of opportunity" were the Young Professionals. Many mentioned peers in other parts of the country who were able to buy inexpensive houses, while they struggled to pay rising rental rates. Many thought that their community and political involvement suffered by being caught up in the "rat race" of Silicon Valley's corporate world. Some felt they had "lost their soul" by concentrating too much on material gain. Participants greatly desired a more convenient voting and political information process.

- Fear of being "left behind" was especially prevalent in the Hispanic, East Palo Alto, Over the Age of 55 and Young Professionals groups. These groups tended to be more on the economic margins of society, although this fear was expressed among most participants who were employed in non-technology fields. The fears of people involved in the technology sector were more related to growth.

APPENDIX D: EXECUTIVE SUMMARY OF THE RESIDENT POLL

OVERVIEW
The following is an executive summary of findings from a telephone survey of Silicon Valley residents conducted for Joint Venture by The Holm Group. The survey was designed to quantify findings from the focus groups conducted earlier in the year, to explore new areas and to develop segmentation, based on attitudes, values and issues.

The survey was fielded February 2-19, 1998. A total of 864 adult residents of Silicon Valley (as defined by Joint Venture) were interviewed. The margin of error on the total sample is +/- 3.3%. Respondents' demographics were proportionate to the region's census demographics. The survey was approximately 25 minutes in length.

MAJOR FINDINGS
The following are some detailed findings and analyses from this research.

Mood
Eight out of 10 respondents felt that both their local city and Silicon Valley are headed in the right direction. Only one in 10 felt that things are off on the wrong track. These are some of the highest positive mood ratings The Holm Group has ever seen. By comparison, in a recent statewide survey of adults in California (conducted by The Holm Group in February 1998, approximately two weeks before the Joint Venture survey), just a bare majority of the state's adults, 51%, felt that California was headed in the right direction.

What is Valued about the Valley
Respondents were asked in an open-ended, top of mind question what they highly value about Silicon Valley. The most frequently mentioned single responses were:
- Job opportunities/advancement (28%)
- Good weather/ beautiful place (16%)
- Housing (9%)
- Recreational opportunities/things to do (8%)
- Educational opportunities/institutions (7%)
- High/new technology (7%)

Fears for the Future
When asked to look into the future and consider what they fear most, residents' top five mentions included:
- Growth/overdevelopment (23%)
- Population/overcrowded (20%)
- Traffic/congestion (14%)
- Lack of affordable housing/rentals (12%)
- Economy/recession/future investment (7%)

Ideal Future
When asked to picture the ideal Silicon Valley in 2010, the most frequently mentioned responses included:
- Job opportunities/satisfaction/security (17%)
- Efficient/improved public transportation (14%)
- Environmental awareness/protection/cleanness (12%)
- Fewer cars/less traffic/less congestion (11%)
- More tech/more high tech companies/jobs/skills (11%)
- Open space/park lands/orchards (11%)

Barriers to the Ideal Future
The following are the barriers respondents see to fulfilling their view of the future ideal Silicon Valley by the year 2010:
- Growing population/overpopulated (14%)
- Rapid growth/overdevelopment/overbuilding (14%)
- The economy/economic problems/recession (8%)
- Greed/special interests/self-motivation (8%)
- Lack of environmental awareness/protection (8%)

Values and Actions/Assets
Based on the findings from the 2010 focus group research, The Holm Group polled residents on what they value about the region and the importance of specific assets or actions. Respondents rated most of the values and action/asset variables tested with very high scores, although there was more of a range when it came to intensity. The following charts outline the values and actions/assets tested, broken into the designated categories. The percentages indicated are those rating each as "very important" (defined as a seven, eight or nine on the nine-point scale).

In sum, the variables developed in the focus groups process tested quite strongly and are good indicators of the underlying values and attitudes of many Valley residents. Most of the variables tested were in the mid-to-high 80 percentages, in terms of their importance to Valley residents. They ranged from a high of 93% (safe neighborhoods and parks) to a low of 56% (vibrant downtown areas).

■ *Opportunity*

Employment opportunities to get ahead in life	85%
Learning new skills to compete in a global economy	83%
Opportunity for women to advance	82%

■ *Access*

Safe neighborhoods and parks	93%
Access to affordable health care	89%
Access to recreational facilities	75%
The availability of cultural resources	70%
Seclusion, solitude or privacy	70%
Availability of day-care services	67%
Ability to shop and run errands within walking distance of your home	59%

■ *Diversity*

Getting along with other cultures	82%
Racial diversity	73%
Diversity of housing choices	68%
Culturally diverse community	68%

■ *Entrepreneurial Spirit*

Ability to start your own business	72%
Entrepreneurial spirit of Silicon Valley	64%

■ *Balance*

Balancing work and family life	82%
Commitment to environmental protection	78%
Balanced commercial and residential development	68%

■ *Economy*

Diversified job opportunities	83%
A robust economy in the area	83%
Flexible work environments	79%
Preserving Silicon Valley's technology leadership	76%
Helping new businesses grow in the area	72%

■ *Society*

The quality of local higher education institutions	87%
Affordable continuing education and community colleges	87%
Lowering the crime rate	86%
Better primary and secondary schools	83%
Availability of affordable housing	81%
Helping individuals and families in need	79%
Religion or spirituality	62%

■ *Natural Environment*

Conserving resources and recycling	86%
Preserving open space	81%

■ *Built Environment*

Positive neighborhood and community identity	78%
Improved roads and highways	76%
Improved mass transit	70%
Historic sites that are preserved and protected	69%
Diversity of housing choices	68%
Balanced commercial and residential development	68%
Limiting growth into undeveloped areas	68%
Vibrant downtown areas	56%

■ *Governance*

Efficient use of tax dollars and public resources	85%
Decreasing traffic congestion	85%
Controlling drug abuse	83%
Efficient use of government resources	69%
Involvement in community activities or organizations	57%

■ *Education*

The quality of local higher education institutions	87%
Affordable continuing education and community colleges	87%
Better primary and secondary schools	83%

Quality of Life Issues and Attitudes
Respondents rated the quality of life in Silicon Valley very positively. The following questions clearly showed their current positive feelings:

- More than eight in 10 (82%) said that the growth of technology companies in Silicon Valley is improving the quality of life, compared to only one in six (17%) who say it is hurting the quality of life.
- Residents also overwhelmingly agreed (87%) that maintaining the quality of life in Silicon Valley is one of the most important things we could do to retain and attract a skilled workforce.
- The Valley also scored very well on three key personal questions – being a good place to raise children (73% agree/23% disagree); being one of the best communities in which to work (80% agree/15% disagree); and plan on living in the Valley in the future (70% agree/27% disagree). The last data point is quite striking, given the highly mobile nature of Californians and the fact that many respondents cited serious concerns about the future.

Economic Issues and Attitudes
While residents rated the quality of life quite high, there are economic tensions. They divided evenly over whether the economic situation is improving things for both rich and poor, and many were concerned about lacking job skills or their current skills becoming outdated. The following details illustrate these points:

- A slim majority, 52%, thought that the economic situation for both rich and poor is improving, but almost as many, 47%, say that the rich are becoming richer and the poor are becoming poorer.
- When asked more directly, 78% agreed that many people are still struggling to rise out of poverty in the Silicon Valley, although there may be a lot of jobs.
- Close to two-thirds, 63%, feel they have the right skills to work in the high-tech environment of Silicon Valley, but a substantial minority of 31% do not. Also, when asked whether they worry about the their current skills becoming outdated, a full 41% say they do, compared to 52% who do not. Again, a majority are not worried, but a significant minority of 41% are.
- Given the strong economic environment at the time of the poll, it is not surprising that three-quarters said they preferred preserving the environment at the expense of job growth. By comparison, only one in four said it is more important to have more jobs at the expense of the environment.

Growth Issues and Attitudes
Growth was frequently mentioned as a top of mind issue. Valley residents overwhelmingly supported continued growth, but also agreed we need to do a better job of land use planning (91% agree). They are much more closely divided on some growth-related issues, such as:

- More than seven in 10 (72%) favored allowing continued growth, with one in four (27%) supporting a complete stop to growth. The latter group is much larger than most areas of the country. This is not surprising, given the previously discussed concerns about overdevelopment and overpopulation.
- The economic impact of slowing the rate of growth is a divisive issue. One-half, 50%, agreed that slowing the rate of growth in the Valley will hurt the economy, jobs and new business; almost an equal number, 48%, disagree.
- The Valley split evenly on who should make planning decisions, with 52% saying land use planning decisions should be made for the region, compared to almost as many, 47%, who say every community should make its own planning decisions. This split presents a major challenge to policy-makers who realize a regional approach is critical to solving growth issues.
- The density issue also split the Valley evenly, with 50% favoring building more densely in currently developed areas and 49% supporting growing out into undeveloped areas.
- Respondents were fairly divided on living close to a mass transit route and workplace (58%) versus living in suburbs and having a longer commute (42%).

STRATEGIC CONSIDERATIONS

Following are some strategic considerations arising from The Holm Group's analysis of this data:

■ *Engagement and Motivation* – The very high mood ratings for the Valley and its composite localities might be a double-edged sword. When the public is content, it is much harder to educate and activate them to mobilize for affecting positive change for the future. This is often the case, as much of the general public often does not have the time or interest to be fully engaged in public policy issues. This point is reinforced by the data. While 57% said involvement in community activities is important, it ranked next to last on the list of 20 values and the intensity is very low, only 17%.

■ *Economic Issues Drive Current Optimism and Quality of Life Drives Future* – Silicon Valley residents' current optimism is fueled primarily by economic and job related issues – opportunity and entrepreneurial spirit. There were concerns about having quality of life and access to necessities. However, when asked to look into the future, it is the quality of life issues – environmental/quality of life, growth and social issues that dominate, with economic concerns present, but not as strong.

■ *Governance Seen as Barrier to Ideal Future* – In terms of solving the perceived gaps between the ideal future and current perceptions, the public mentioned frustration with governance at the top of the list. Also mentioned are the issues discussed above: growth, economic concerns, social and quality of life issues. However, it is in this context of "barriers" that governance was raised most strongly by the respondents to the survey.

■ *Values Drive Positive Feelings about the Valley* – The values fleshed out in the earlier focus groups proved to be the driving values that support the current positive feelings in the Valley. These include: opportunity to get ahead; excellent quality of life; access to necessities; diversity of people and places; and entrepreneurial spirit of the region. The values also provide a road map for building communications about future public policy needs and initiatives.

■ *Concerns about Quality of Life Loom* – While many in the Valley are currently happy and optimistic about the future, there are serious concerns about the quality of life now and even more so in how it might deteriorate in the future.

■ *Economic Disparity and Security Lurk Beneath the Surface* – While there was a lot of optimism currently, with positive feelings about opportunity and economic growth, there are also signs of economic insecurity. Fears of an economic downturn, impact of the Asian crisis, jobs being exported and job skills becoming outdated all drive economic insecurities. Also, the issue of economic disparity is quite apparent in the data and in a period of economic downturn or even stagnation, these fissures could widen.

■ *Growth is a Critical Issue* – Current frustration with traffic, congestion, overpopulation and overdevelopment were evident. However, it seems that expectations for the future are even bleaker on these issues. Residents feel strongly that a better job needs to be done with planning, yet they are deeply divided on some of the core issues. These include who should set policy (regional vs. local), how growth should occur (density issues) and mass transit/commute issues (as other studies have shown, large numbers favor mass transit – but for other people). As an overlay, the public generally is opposed to stopping growth and is sensitive to negative economic impacts of even slowing growth. In sum, the public is frustrated and fears future issues associated with growth, yet they are reticent to limit it or to change their behaviors.

■ *Public Not Informed on Public Policy* – As the growth discussion illustrates, the general public's concerns are not always in sync with public policy needs. This research shows that Joint Venture has a difficult, yet surmountable task of: (1) getting the public's attention, during these good economic times; (2) educating them as to the pending problems; (3) presenting various solutions; and (4) activating them to become part of the solutions.

DEMOGRAPHICS BY KEY QUESTIONS

Age

- The older age groups appear to be satisfied with Silicon Valley. The 55- to 64-year-olds agree that it is one of the best communities for them to work (88%) and in the future foresee living in Silicon Valley (80%). A strong majority in the 65+ age group felt they would still live in Silicon Valley in the future (78%).
- There were some demographic differences across the age groups concerning the rate of growth and its impact on the economy and job skills. The youngest age group (18- to 24-year-olds) appear to have the most concerns about the rate of growth and its effect on the economy and their job skills – slowing the rate of growth will hurt the economy (58%); worry about job skills becoming outdated (49%); and at a disadvantage because they do not have the right skills to work in the high-technology environment (38%). 45- to 54-year-olds (35%) and 25- to 34-year-olds (35%) also expressed a concern about not having the right skills and, therefore, being at a disadvantage. It should be noted that although in these groups a significantly higher percentage agree that their job skills will become outdated, it is still less than half of the respondents within that age group.
- Overall, a majority of respondents believe that Silicon Valley should preserve the environment at the expense of job growth. However, those in the youngest age group (18 to 24) felt that jobs at the expense of the environment was more important for the region (31%).
- There were differences across the range of age groups on the issue of growth. The age groups more likely to favor stopping growth included: 18- to 24-year-olds (31%); 45- to 54-year-olds (31%); and 65+ (30%). Over half of respondents in the 55- to 64-year-olds age group favored growth into undeveloped areas (57%).
- There were some demographic differences on respondents' position regarding land use planning decisions. The two youngest age groups (18 to 24 and 25 to 35) and the 65+ were significantly more likely to favor every community making its own decision (63%, 52% and 54%, respectively). The 45- to 54- and 55- to 64-year olds were more likely to feel regional land use planning decisions are more important (59% and 62%, respectively).
- Those in the 18 to 24 age group (20%) felt that the growth of technology could hurt the quality of life.
- Both the 25- to 34-year-olds (57%) and 55- to 64-year-olds (59%) were more likely than the total sample to feel the economic situation is improving for both groups. More than half in the 45 to 54 age group believed that the rich are becoming richer and the poor are becoming poorer (52%).
- Silicon Valley residents who were 65+ (46%) preferred living in the suburbs.

Income

- Overall, residents with incomes greater than $100,000 were satisfied with Silicon Valley. A majority agreed that Silicon Valley is a good place to raise their children (79%) and that they planned to continue living in the region (79%). Residents with incomes greater than $100,000 did favor growth into undeveloped areas (59%). Their one area of concern dealt with slowing the rate of growth and its impact on the economy (60%).
- Silicon Valley residents with the lowest incomes (less than $30,000) worried about the rate of growth and their job skills – 55% agreed that slowing the rate of growth could hurt the economy; 48% worried about their job skills becoming outdated; and 43% agreed that they were at a disadvantage because they did not have the right skills for the high-technology environment. In addition, respondents whose income fell into the $30,000-49,000 range felt at a disadvantage because they did not have the right skills (39%).
- Compared to other income brackets, respondents in the lowest income bracket (less than $30,000) felt jobs were more important than the environment (35%).
- There were differences, dependent on income, on what level land use planning decisions should be made. Residents with incomes less than $30,000 and those earning between $30,000-49,000 agreed with communities making their own decisions while those whose income was greater than $100,000 felt decisions should be regional (71%).
- Those earning less than $30,000 were more likely to favor stopping growth (32%) and felt that the growth of technology hurt the quality of life (20%).

- The respondents in the lowest income bracket (less than $30,000) were more likely to believe that the rich are becoming richer and the poor are becoming poorer (52%). On the other hand, a majority of respondents earning more than $100,000 (71%) felt that the economic situation was improving for both.
- Silicon Valley residents earning between $75,000-99,000 (46%) preferred living in the suburbs while those earning less than $30,000 were more likely to prefer living close to mass transit (67%).

Ethnicity

- Both Asians and Hispanics had concerns regarding their job skills. Hispanics worried about their job skills putting them at a disadvantage (38%) and their job skills becoming outdated (49%). Asians also were concerned with their job skills becoming outdated (45%).
- Asians favored stopping growth (37%) and at the same time feared slowing the rate of growth and its impact on the economy (58%).
- Caucasians (46%) preferred living in the suburbs.

Geography/Counties

- There were few significant differences between the counties regarding attitudinal views. Alameda (45%) and San Mateo (45%) counties both had a high percentage of respondents who worried their job skills would become outdated. In addition, residents in Alameda (39%) and San Mateo (38%) counties felt they were at a disadvantage because of not having the right skills.
- Residents living in Alameda County were more likely to endorse having jobs at the expense of the environment (32%).
- More than half of Alameda County residents supported having every community make its own decisions regarding land use planning (52%).
- Alameda and Santa Cruz counties' residents supported building more densely into developed areas (55% and 62%, respectively).

Education

- Postgraduates appeared to have positive views of Silicon Valley. A majority agreed that Silicon Valley is one of the best communities to work (88%); the region is a great place for parents to raise their children (80%); and they feel they will still be living in Silicon Valley in the future (78%).
- Postgraduates had concerns about slowing the growth rate. They were more likely than the total sample to agree that slowing the rate of growth could cause the economy to suffer because of the loss of jobs (57%).
- A high percentage of those with less than a college degree were concerned about their skills. Forty-five percent worried that their job skills would become outdated and 41% felt they would be at a disadvantage because they did not have the right skills. Those with a high school degree or less also were more likely than the total sample to feel they were at a disadvantage because of not having the right skills (36%).
- There were differences at what level land use planning decisions should be made. Respondents with less than a college degree preferred every community making its own decisions (57%), while those having a postgraduate degree were more likely to believe in regional planning (67%).
- There were differences in whether to stop or allow growth depending on education. Those with less education, high school graduate or less, or less than college, were more likely to support stopping growth (30% and 32%, respectively), while an overwhelming majority of respondents with a postgraduate degree believed in allowing growth (79%). A majority of postgraduates endorsed growing into undeveloped areas (55%).
- There were differences on the respondents' position on the economic situation of the rich and poor based on education level. Those with a high school degree or less (57%) or those with less than a college degree (55%) were more likely to believe the rich are becoming richer and the poor are becoming poorer. On the other hand, a high percentage of respondents who had a college degree (59%) or a postgraduate degree (60%) supported that the economic situation for both the rich and poor is improving.
- Those having a high school degree or less (22%) felt that the growth of technology hurt the quality of life and felt jobs were more important than the environment (33%).

Profession

- Respondents working in technology/manufacturing had some positive attitudes toward the region. A majority agreed that Silicon Valley is one of the best communities to work (93%). However, this professional group did have some concerns. A high percentage worried about their job skills becoming outdated (45%).
- There were two professional groups that were more likely, compared to the total sample, to be concerned about being at a disadvantage for not having the right skills: respondents who were not employed (40%) and respondents working in agriculture/other/refused (41%). A high percentage who were not employed (46%) also felt that their job skills will become outdated. Professionally, those working in agriculture/other/refused to answer (35%) were more likely to endorse more jobs at the expense of the environment.
- More than half of Silicon Valley technology/manufacturing workers agreed that slowing the rate of growth could hurt the economy (58%). A majority of respondents in technology/manufacturing preferred regional planning for land use decisions (63%).
- A majority of professional service workers felt Silicon Valley is a good place to raise children (80%).
- Growing out into undeveloped areas was more likely to be supported by residents working in technology/ manufacturing (56%). On the other hand, respondents in agriculture/other/refused to answer (59%) were more likely to endorse building more densely in developed areas.
- More than half of respondents who were not employed (53%) believed the rich are becoming richer and the poor are becoming poorer. Respondents working in technology/manufacturing were more likely to agree that the economic situation for both groups is improving (58%).

APPENDIX E: EXECUTIVE SUMMARY OF THE COMMUNITY FORUMS

I. OVERVIEW

Forum Objectives

As part of the process of creating a shared vision for Silicon Valley 2010, the Vision Leadership Team convened 10 Community Forums throughout Silicon Valley. The purpose of the Forums was to:

- Have community members prioritize 51 potential goals for the future of Silicon Valley.
- Engage a critical mass of people in prioritizing potential goals for Silicon Valley 2010.
- Educate Forum participants about the context for the vision – the region's strengths and challenges, choices and opportunities.
- Improve the civic climate of Silicon Valley by inviting large-scale participation in developing goals for the future, thereby generating support for a shared vision.

Forum Participation

More than 600 members of the community participated in the 10 Community Forums.[1] In general, the participants in the Community Forums were more highly educated and slightly older than the general Silicon Valley population. For example, in Silicon Valley fewer than 12% of the population have postgraduate degrees, yet the percentage among Community Forum participants was 56%. While nearly 16% of the general population in Silicon Valley is over the age of 55, twice as many Forum participants – or 32% – were over the age of 55.

Forum Content

The 10 Community Forums were dispersed throughout Silicon Valley (Morgan Hill, South San Jose, Fremont, Redwood City, Downtown San Jose, Palo Alto, Cupertino, East San Jose and Sunnyvale) to ensure coverage of the entire community. Two Forums were specifically created to engage non-English speaking residents, one in Vietnamese and one in Spanish. Each Community Forum used the same agenda, presentation visuals and speakers notes for consistency.

Community Forums Agenda

- An overview of the Silicon Valley 2010 project and how the Forums fit into the process of developing a shared vision.
- Short presentation of background information, highlighting Silicon Valley's strengths and challenges in four areas: economy, environment, society and regional stewardship.
- Facilitated small-group discussion (10-15 people), in which participants shared their answers to the question: "What is the most important goal we should set for the future of Silicon Valley?" Each small group voted to select the top goals from its group so that the entire Forum could vote on them electronically later in the program.
- Presentation of major themes from each element of the draft vision and electronic voting on draft goals and themes.
- Electronic voting on the top one or two goals developed in each small group during the Forum.
- Review the composite vision of the top 10 goals created at the Forum.

RESULTS OF ELECTRONIC VOTING

The Vision Leadership Team presented Forum participants with 51 potential goals for Silicon Valley 2010. The 51 potential goals were based on six months of intensive background research by the Vision Leadership Team regarding what people value about Silicon Valley and the region's challenges. The research included: background research papers on the economy, environment, society and regional stewardship; distribution of Values Question-naires (Appendix B); random telephone survey of Silicon Valley residents (Appendix D); and monthly convening of the Vision Leadership Team. The goals on a scale of zero (low) to eight (high) were organized into four sections: economy, environment, society and regional stewardship. Using electronic keypads to vote on the goals, each participant was able to evaluate each goal and review instantaneously the results of the entire Forum.

[1]Demographic information was collected at eight of the 10 Community Forums. At the forums in Spanish and Vietnamese, this section of the program was omitted to provide more time for translation.

VOTING OPTIONS

0 I do not support this goal
2 This is a *minor* goal
4 This is a *major* goal
8 This is one *of the top goals* for the future of Silicon Valley

HIGHEST-SCORING GOALS DEVELOPED BY THE VLT

Of the 51 goals, the electronic voting surfaced top priority goals, which are listed below. All of these goals had an average score of 4.2 or higher (on a scale of zero to eight) and more than 40% of the participants felt that these goals are a top priority. The average score for the Forums was computed by summing the average score for each Forum and dividing by 10.

Goals Related to the Economy:

■ All people, including youth, have access to good jobs and training with potential for advancement.

Vote	0	2	4	8
Count	10	45	232	250
Percent	2%	8%	43%	47%

Average Score for Forums = 4.6

■ Our economic success is shared throughout the entire community.

Vote	0	2	4	8
Count	21	54	203	247
Percent	4%	10%	39%	47%

Average Score for Forums = 4.5

■ People who work in lower wage but vital occupations can afford to live here.

Vote	0	2	4	8
Count	22	58	239	215
Percent	4%	11%	45%	40%

Average Score for Forums = 4.2

Goals Related to the Environment:

■ We set and maintain high standards for improving our air and water quality and conserving our natural resources.

Vote	0	2	4	8
Count	5	36	199	286
Percent	1%	7%	38%	54%

Average Score for Forums = 4.8

■ We place a high-priority on developing well-designed affordable housing options for all ages and income levels.

Vote	0	2	4	8
Count	21	67	184	263
Percent	4%	13%	34%	49%

Average Score for Forums = 4.5

■ We create vibrant neighborhoods where housing, workplaces, parks and services are located together.

Vote	0	2	4	8
Count	19	74	225	214
Percent	4%	14%	42%	40%

Average Score for Forums = 4.3

Goals Related to Society:

All students gain the skills, knowledge and good citizenship qualities to succeed in the global economy.

Vote	0	2	4	8
Count	27	46	191	254
Percent	5%	9%	37%	49%

Average Score for Forums = 4.7

■ All people have access to high quality, affordable health care.

Vote	0	2	4	8
Count	13	36	200	269
Percent	3%	7%	39%	51%

Average Score for Forums = 4.7

■ People feel safe in their homes and in their neighborhoods.

Vote	0	2	4	8
Count	16	31	233	242
Percent	3%	6%	45%	46%

Average Score for Forums = 4.5

Goals Related to Regional Stewardship:

■ Local communities and regional authorities coordinate their transportation and land use planning for the benefit of everyone.

Vote	0	2	4	8
Count	12	26	164	305
Percent	2%	5%	32%	61%

Average Score for Forums = 5.1

■ Residents, businesses and elected officials understand regional interests and take action to improve Silicon Valley.

Vote	0	2	4	8
Count	13	41	230	215
Percent	3%	8%	46%	43%

Average Score for Forums = 4.4

■ In education, the community, educators and businesses agree on the educational outcomes require to achieve the 2010 vision and work together to achieve them.

Vote	0	2	4	8
Count	41	48	167	243
Percent	8%	10%	33%	49%

Average Score for Forums = 4.4

■ Valley cities, counties and other public agencies have reliable, sufficient revenue to provide basic local and regional public services.

Vote	0	2	4	8
Count	18	55	215	213
Percent	4%	11%	43%	42%

Average Score for Forums = 4.3

HIGHEST-SCORING GOALS DEVELOPED IN FORUM SMALL GROUPS

During each Forum, each participant wrote his or her own goal, according to the same criteria used by the VLT. Participants gathered in small groups of 10-15 people to discuss each other's goals and select the top one or two goals from each group for later electronic voting by the entire Forum. Below are the top two goals overall for each Forum and its average score.

Morgan Hill

■ Retain and encourage open space, concentrate development and provide alternative transportation modes. (6.3)
■ Intelligent, managed growth. (5.7)

South San Jose

■ Improve K-12 education and its funding. (6.6)
■ Support public education. (6.6)

Fremont

■ Family friendly communities with affordable housing, public transportation, jobs and strong schools. (6.6)
■ Children growing up here have the best education opportunities and are capable of lifelong learning. (6.2)

Redwood City

■ State of the art education for everyone from birth to death. (5.7)
■ Provide affordable housing by rethinking transportation patterns and land use. (5.5)

Palo Alto

■ Regional cooperation to solve planning, development and transportation issues. (5.6)
■ Define progress as quality, not quantity. (5.3)

Cupertino

■ Maintain quality of life, clean air and water, open space, healthy economy, efficient transportation. Good public education system. (6.3)
■ Provide world-class education to all children. (5.2)
■ High quality affordable housing for all income levels. (5.2)

East San Jose

■ Enable all students to be successful, knowledgeable, productive citizens in the 21st century. (5.8)
■ A valley where less than 5% of the population lives in poverty and there is adequate, affordable housing. (5.6)

Sunnyvale

■ Increase access to quality education for adults and youth. (5.6)
■ To create livable communities for Silicon Valley citizens, including public transportation, improved education and natural beauty (MORE TREES!). (5.4)

Vietnamese Language (Downtown San Jose)

■ Improve education for all students and decrease the high school dropout rate to 1%.
■ Increase mass transportation linked to affordable housing.

Spanish Language (East San Jose)

■ A world-class education for all children regardless of social economic status that includes scholarships and computers for all.
■ A strong economy that ensures a variety of high paying jobs, allows people to afford housing and improves the quality of life for everyone in the Valley.

APPENDIX F: EXECUTIVE SUMMARY OF THE VALLEY EXECUTIVES' FORUM

In addition to the 10 Community Forums summarized in Appendix E, the Vision Leadership Team tested the draft themes and goals at Joint Venture's biannual Council to the Co-Chairs (CCC) meeting of 35–40 CEOs from leading companies throughout the region. For the most part, the CCC results were consistent with the overall results of the Community Forums, with the exception of the goal, "Our economic growth is fueled by our product and process innovation." Although this goal was not one of the Executive's top two goals for the economy, they did rank this goal as a major priority, whereas participants at the Community Forums overall consistently ranked this goal far lower.

The goals that received the highest score in each section – economy, environment, society, regional stewardship and participant-created – were:

Economy
- The amount of new housing keeps pace with the number of new jobs created.
- Our economic success is shared throughout the entire community.

Environment
- We set and maintain high standards for improving our air and water quality and conserving our natural resources.
- We place a high priority on developing well-designed, affordable housing options for all ages and income levels.

Society
- All students gain the skills, knowledge and good citizenship qualities to succeed in the global economy.
- People feel safe in their homes and their neighborhoods.

Regional Stewardship
- Local communities and regional authorities coordinate their transportation and land use planning for the benefit of everyone.
- In education, the community, educators and businesses agree on the educational outcomes required to achieve the 2010 vision and work together to achieve them.

Top Two Goals Created by the Council to the Co-Chairs
- #1 in K-12 education in the nation.
- Create an environment in which we can continue to recruit valued employees (affordable housing, schools and training programs).

APPENDIX G: EXECUTIVE SUMMARY OF THE INTERVIEWS WITH VISIONARIES

"Silicon Valley is changing … the old Silicon Valley was isolated in its garages, disaffected, only interested in options and bandwidth. The new Silicon Valley is connected, not disaffected, involved, not detached. It's networked."
– *John Doerr, Partner, Kleiner Perkins Caufield and Byers and TechNet Founder*

INTRODUCTION

This report is a summary of interviews conducted with selected visionaries in the Valley. Interviews were conducted by Dr. Jeff Charles, on loan to Joint Venture from the Institute for the Future. Eight full interviews and one conversation piece have produced the original insights for this report.

Since the objective of interviewing these visionaries was to obtain new perspectives that may not have surfaced in the 2010 focus groups and survey, this report focuses mostly on these new perspectives produced by visionaries in the Valley.

FINDINGS

Although most people interviewed expressed many of the same values and fears that came out of the other two modalities, these visionaries added perspective (reasons, justifications, anecdotes and (often) experiences associated with their statements). As was anticipated, it is in the area of the future of the Valley that most "out of the box thinking" and provocative comments surfaced. Also new were the very pointed observations from participants regarding the future role of Joint Venture: Silicon Valley Network during the next 10 years.

Most valued attributes of Silicon Valley:
- The people of the Valley.
- The intellectual ferment, the social and intellectual capital, human resources.
- The physical as well as cultural geography.
- The outstanding universities, e.g., Stanford, Berkeley, UC-San Francisco, all supportive of the entrepreneurial spirit.
- The weather, benign climate.
- The diversity and uniqueness of its human capital.
- Its innovative, flexible and multicultural work force.
- The total "environment"… education, funding, intellectual capital.
- Its location … as a gateway to Asia.
- Intellectual capital that uses networks as an organizing principle.

Concerns about the Valley and its future:
- Nothing … noting that the Valley has always been able to solve its problems.
- Traffic congestion, housing affordability and availability.
- Loss of open spaces.
- Perceived substandard quality of K-12 education.
- That the Valley becomes unaffordable economically for the intermediate level person, ages 25-40, with a family.
- How we deal with the waste product of our success … strain on the social infrastructure.
- Security … both personal security, as well as theft of equipment and products.
- The overlapping fractious disputes among municipal governments … adding that we need to do large collaborative, regional, public policy planning.

The Future:

Interview participants were bullish (but guardedly so) about the Valley continuing to be prosperous and retaining its pre-eminent position as a world-class center for technology and innovation through the year 2010, citing:

■ The Valley's unique ability, historically, to re-create itself when faced with major problems.

■ The factors that made the Valley successful (see most valued above) are still present and unlikely to disappear in 10-12 years.

■ Business cycles are considered a natural part of business life, so they expect the Valley to hurdle whatever downturn lies ahead.

■ Cooperation rather than competition with California's Silicon Valley will prevail as "budding Silicon Valleys" in Asia and elsewhere reach their full potential.

However, much of the optimism was qualified, as interviewees reflected on some tough problems related to quality of life issues and the Valley's social infrastructure. These concerns loom large now and they feel that immediate, convincing solutions are not forthcoming. Concerns include:

■ Connecting all locations in the Valley via affordable mass transit as a way to ease some traffic congestion.

■ A bullet train between San Francisco and San Jose is seen as most progressive and needed. Also important, is the fact that more and more workers are commuting from the Central Valley into Silicon Valley to work.

■ A tough commute, mostly by car.

■ Young families' ability to find affordable housing as well as day care close to their places of work. This continues to frustrate both these families and the businesses where they are employed.

■ Pollution.

■ The respect, incentives and freedom we offer our teachers was expressed as a significant concern.

It was pointed out that the Valley has ridden four waves successfully:

■ Semiconductors.
■ Video games.

■ Personal computers.
■ Internet.

However, it must begin to channel its energies into the next breakthrough concept within the next decade if it is to remain pre-eminent as a continued source of technology innovation.

FOUR THEMES TO NOTE

An analysis of the interview statements from participants reveals several themes that should be addressed by the Valley as it moves forward into the 21st century. They are:

I. The Geographical Scope of the Valley

Several interview participants feel the Valley has begun to outgrow the current geographical scope defined by Joint Venture. When Joint Venture made its decision in 1993 as to which cities qualified to be included in the Silicon Valley, the primary criterion was "a location where there was a concentration of high-tech companies or their employees." This was based on data from Dataquest, a market research firm in Silicon Valley. If that same benchmark indicator is used today, several areas cited below would also qualify.

■ Complementary high-tech and multimedia companies in San Francisco (added to health technology innovation at UCSF). Plus as Stanford and UCSF merge their medical technology efforts, it will soon be hard to discern exactly where the innovation originated.

■ Software and biotech companies in Berkeley (added to the historic and continued contribution of the University of California at Berkeley to Silicon Valley by providing a continued pool of high quality engineers and scientists to the Valley).

■ Software companies in Emeryville.

■ Some visionaries also pointed out that as you travel up the 101 North corridor through Novato, pockets of high-tech companies are emerging. In the next 10 years, as land and housing availability become harder to obtain within Silicon Valley's current boundaries, high-tech companies may locate along 101 North as far North as Santa Rosa and south to Monterey.

Whether these additions become extensions of a "core" Silicon Valley or are folded into the existing paradigm is a challenge that Joint Venture will have to address. Equally provocative in the future will be the question of recognizing the geographical distribution of the Valley's work force that spreads well into areas not yet included as part of the Valley. Thus, cities with high-tech companies may not be the sole criterion for including an entity as part of the Valley. The visionaries invite Joint Venture to consider expanding the scope of what it covers as Silicon Valley in the future.

II. "What is a sustainable level of economic growth?"
Not 6% growth, say most interviewees. "We will strain the public infrastructure to the bursting point," said one. "We will have the environmentalists at our throats," hinted another. Several specific consequences of a continued level of 6% growth were cited, including:
- "The haves and the have nots would grow."
- "Many workers would have to settle for high-density housing when they would prefer other forms of housing."

Most feel around 3% growth is acceptable as the Valley seeks to integrate its economic, social and environmental needs … as it formulates strategies, sets policies and takes action toward a sustainable future for the Valley.

One participant did feel that the Valley could sustain a 6% growth rate for a very long time, stating that the growth rate cannot always be controlled and that smart people find ways to accommodate, rather than limit, such high growth.

III. The Role of Public Policy
According to the visionaries we interviewed, businesses in Silicon Valley look forward to public policy initiatives that will allow them to prosper and remain very competitive. They do not want to lose the edge they have in either export growth or in their ability to attract, retain and develop the best talent to work in their companies. They would also like to have the freedom to move highly qualified people from anywhere in their entire organization to wherever they are needed, domestically or internationally. That implies liberal labor policies. Accordingly, they point to the following areas where they expect state and federal government initiatives to be favorable to that end. They also call on Joint Venture to participate in public discourse on those issues. The areas are:
- *Immigration* – They look forward to an *enlightened* immigration policy that recognizes and respects the Valley's need to attract and recruit highly educated talent from anywhere.
- *Trade* – Any policies that stifle the Valley's ability to continue to export aggressively seem unacceptable to them. Open markets, free trade and even "presidential fast track authority" to negotiate trade policies, with some measure of protection for local jobs, appear welcome.
- *Recognition of Silicon Valley's Contribution to the Economy* – As was forcefully mentioned, 40% of the U.S. growth in the economy comes from technology and 40% of the market value of U.S. technology is right here in Silicon Valley. This is an outstanding contribution to the entire economy, which, it is felt, is underrepresented and perhaps underappreciated in Sacramento.
- *Increased Research and Development Funding at the Federal Level* – It was felt that the Valley must embark on a very targeted campaign to increase federal funding for appropriate levels of research and development at Berkeley, Stanford, UCSF, etc. Historically, that has been the basic seed research funding that drove the economic engine for the Valley, resulting in multiple, outstanding successful companies, such as Silicon Graphics, Sun Microsystems and Cisco Systems, among others.

A SCENARIO IN TWO PARTS

The scenario below is perhaps as good a tool as you can get to have people think forward, especially when economic conditions are good, to what might go wrong and why. It hardly ever fails to illicit pointed and useful comments. The purpose is not to obtain long explanations, but short, somewhat pithy, attention grabbing reactions that can get on the agenda of stakeholders … business, governance, educators, environmentalists.

We posed this provocative scenario, in two parts, to every interviewee. Here are the scenarios and summarized responses from the participants.

First the negative part … It's the Year 2010 and the headline in the Wall Street Journal or The San Jose Mercury News (or their equivalents) reads … "Silicon Valley, a once thriving center of innovation and viewed as the technological capital of the electronic world is no longer thriving and viable."

What will have gone wrong? What would the Valley as a region, have failed to do?

Responses ranged from total impossibility of that happening to enlightened statements as to the stories behind such a headline. Following are summary statements from respondents:

- "That won't happen … it would take a financial crisis on a global scale … and not only Silicon Valley would have suffered."
- "The wrong companies failed."
- "They killed the IPO market."
- "The no-growth movement took over."
- "We failed to deal with quality of life issues."
- "We somehow allowed core groups of important people to leave the Valley."
- "We priced ourselves out of the market … only the big risk takers succeeded … we forgot the small entrepreneurs."
- "We would have failed to identify what Andy Grove calls strategic inflection points, or totally ignored them."
- "We made the Valley unattractive for 30- to 40-year-old workers with young families."
- "Mass exodus of the intellectual capital took place."
- "The government imposed new regulations that prevented growth."
- "Silicon Valley looked like what the L.A. Basin looked like five years ago."
- "Internet commerce companies relocated to Washington state for better tax benefits."

Now, the converse scenario, a positive one. The headline in the same paper reads, "Silicon Valley continues to lead the world in technology and innovation. No similar entity is even close in terms of scope, revenues, exports, etc". What would the Valley have done right?

Some respondents tended to flip what they just said in the negative scenario, but several did make totally new, positive, engaging comments:

■ "K-12 education…key to the health and stability of the valley, would be in great shape."

■ "Sensors and robotics would have taken off."

■ "We saw strong action in biotech."

■ "We maintained that needed balance between growth and sustaining a good quality of life."

■ "We paid attention to the elderly
… listened to their needs."

■ "We finally got mass transit right… e.g., Bart serves the entire Bay Area."

■ "We have a bullet train between San Francisco and San Jose."

■ "We became the most wired and connected area in the world, allowing telecommuting, teleservices, teleshopping on demand."

■ "We became a world leader in the life sciences industry."

The following people were interviewed:

John Doerr, Partner, Kleiner Perkins Caufield and Byers, TechNet Founder

James Gibbons, Special Counsel to the President of Stanford University, Former Dean, School of Engineering

David Lee, University of California Regent, Board Chair CMC Industries

Robert Lorenzini, Chairman and CEO, Sun Power

Ed McCracken, retired, Silicon Graphics, Inc.

Jim Morgan, President and CEO, Applied Materials

Paul Saffo, Futurist, Institute for the Future

Jane Shaw, Chairperson and CEO, AeroGen

Telephone conversation with Ian Morrison, Independent Consultant and Author of "The Second Curve: Managing the Velocity of Change"

APPENDIX H: POST-COMMUNITY FORUM FOCUS GROUPS AND BRIEFINGS

LEADERSHIP CONFERENCE OF CHRISTIAN CHURCHES OF CENTRAL COASTAL CALIFORNIA

VLT member Greg Larson and Joint Venture Project Manager Sharon Huntsman provided a briefing on the progress-to-date of the Silicon Valley 2010 project to the Leadership Conference of Christian Churches, a network of the executives of the largest Christian religious bodies serving the region. The congregations represented by the Leadership Conference have a total attendance of approximately 150,000 in worship on a typical Sunday and are the largest provider of day care for children of working parents.

The Leadership Conference requested a meeting out of concern that there was no representation of the religious community on the 2010 Vision Leadership Team. After a brief presentation, Greg and Sharon answered questions about the Silicon Valley 2010 process and responded to concerns. Specifically, The Leadership Conference cited the following issues:

Churches have major concerns about the availability of land for use by the non-profit sector and the religious community. Conference members feel that religious institutions are not planned/zoned for when cities develop their general plans, which makes it difficult to situate new churches within existing communities.

As institutions, churches feel they should be considered – along with other non-profits – as essential to any dialogue about the future. Conference members cited feeling "invisible" to the Valley's leadership.

Religious institutions are actively engaged in developing the spirit, values and the character of our youth and feel that there is a natural linkage between achieving youth-related goals in the vision and the role they play in the community.

Churches can be strong allies of a regional vision, in that their congregations tend to come from throughout the region. If they are asked to participate, they can become a powerful force.

Greg and Sharon agreed to share these concerns with the Vision Leadership Team and to make the role of churches more apparent in the Silicon Valley 2010 final report. In addition, the Leadership Conference expressed its interest in being involved in developing implementation strategies, and a commitment was made to do so.

FOCUS GROUP OF NONPROFIT LEADERS

Joint Venture: Silicon Valley Network and the Silicon Valley Council of Nonprofits co-convened a focus group of nonprofit leaders to learn how the nonprofit community might become involved in Silicon Valley 2010. After a welcome and self-introductions, Sharon Huntsman of Joint Venture provided a brief overview of the project. Facilitator Margie Becker reviewed the agenda and conducted the focus group by asking three critical questions:

"As leaders in the nonprofit sector, what do the draft Silicon Valley 2010 vision and goals say to you?"
Overall, participants were pleased with the participatory nature of the visioning process, its inclusion of a broad range of issues, its regional focus and the substance of the goals. One participant commented, "After I read the goals, I said to myself, 'I want to live here!'" Many felt that a large percentage of the goals are directly related to the work of their organizations. In addition, some felt that it was heartening to see so many people in the community express concern for those who are less fortunate.

Some felt frustrated by the broadness of the goals and hoped that the progress measures for each goal, when finally selected, would give the goals more specificity. One participant shared the concern that the goals focus on the economically disadvantaged without mentioning the physically/mentally challenged. Several participants advised avoiding the term "affordable housing," which has a legal meaning, if "housing that is affordable to all people" is what is meant.

"Under what conditions are these goals achievable?"
There was consensus that it will be impossible for Silicon Valley to realize the goals unless the nonprofits are at the table early on, developing creative solutions to our challenges.

Many felt that goals related to education and training should be a top priority. One participant commented that he would like to see the private sector take on more responsibility for the upward mobility of its workforce, "In order to put welfare recipients to work, we need to encourage people to move up career ladders and make room at the entry level positions for former welfare recipients." Others felt employers and nonprofits, by working together, could play a strong role in supporting employees in improving their English-language proficiency, which is critical to advancement.

Several innovative programs run by the nonprofit sector were cited as models that should be expanded to achieve the 2010 goals. For example, the San Jose Conservation Corps works with the building trades and Habitat for Humanity to apprentice young people in the building trades while they construct affordable housing. A new model for single-resident occupancy buildings has just been completed in Palo Alto. Project Crackdown makes a positive impact on the neighborhoods where it is instituted. Expansion of these initiatives would likely require additional local, state and/or federal funding.

Many agreed that an important factor in attaining the Silicon Valley 2010 goals is whether a large enough segment of the population gets behind them. Some suggested that a massive public relations campaign or a series of community forums should be considered. Religious communities were noted as an important constituency for ongoing involvement.

On a final note, participants agreed that workplace giving needs to be opened up to all nonprofits, so that the entire range of community development organizations can be funded this way.

"How do we grow the regional dialogue in the nonprofit sector?"
Overall, participants felt that their organizations would be interested in learning more about the Silicon Valley 2010 goals and would consider passing "Resolutions of Commitment" to continuing the regional dialogue. Many offered to help set up speaking opportunities within coalitions of nonprofits, while others were willing to go through training to become an ambassador for the vision to his/her own networks. A few volunteered to serve on a planning committee, which will be convened this fall, to grow the dialogue. As a final word of caution, participants emphasized that a critical success factor in keeping the nonprofit sector involved is taking their input seriously and including them early on.

APPENDIX I: SILICON VALLEY 2010 PARTICIPANTS

The Vision Leadership Team would like to thank the following community members:

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Norm Allen
The Rev. Ardith Allread
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Kriss Hayward
Mary Ann Hayward
Linda Hedges
Richard Hedges
Joseph Hei
Bob Hennessy
Art Hernandez
Peter Hero
Sherry Herrgott
Aiden Hill
Carol Hill Olmstead
Linda Hinze
Dee Hock
Roberta Hollimon
Suresh Honnenahalli
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Bill Horn
Willie Hsung
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